

2016 Partner Management Report

Compiled from the 2016 Billing Rate & Associate Salary Survey *plus*

Initial Release

Issued: May 2016



Partner Management Report

AmLaw 100 - Domestic Offices (57 members)

Issued: May 2016

Group Report

Confidential

This report is intended solely for the information of Partners and authorized employees of the firm.

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* *New this release*

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2016 Partner Management Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

Remarks:

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values.

One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

Remarks:

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

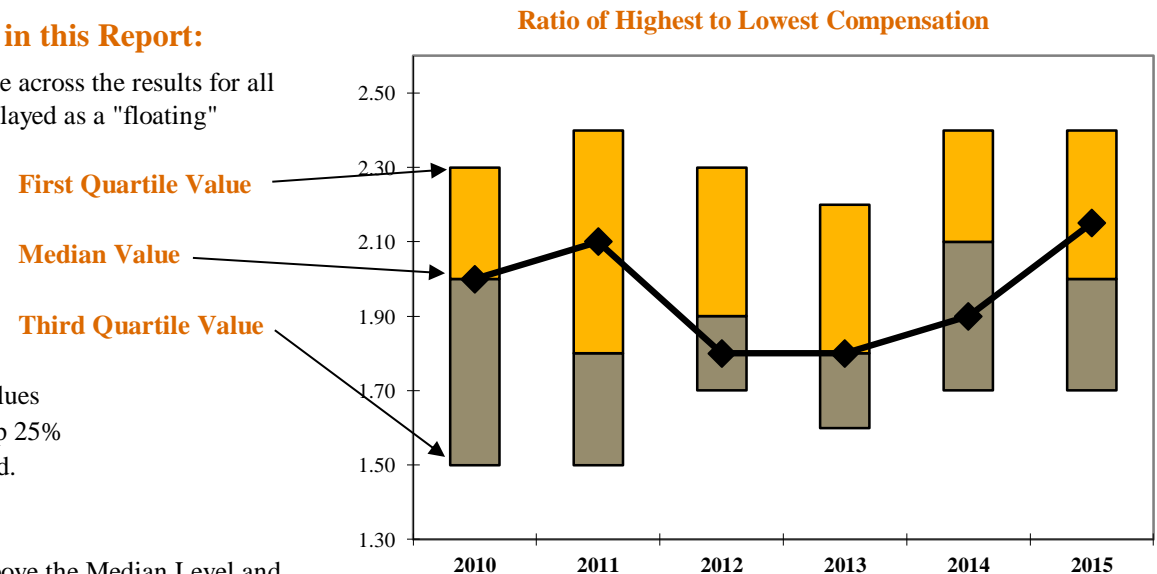
Guide to Interpreting the Stacked Bar Graphs Presented in this Report:

Your Firm's value for the current year is displayed as a dark solid line across the results for all comparison groups. Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

Given the three group statistics presented, each bar represents the values for the middle 50% of the group. The regions which represent the top 25% and the bottom 25% are implied by position, but they are not depicted.

Example Interpretation of this Graph:

Your firm's value is at the Median Level for years 2010 and 2013, above the Median Level and below the First Quartile Level for years 2012 and 2014 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2011 and 2015 (i.e., in the Third Quartile).



2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

Comparison Group Information

AmLaw 100 - Domestic Offices

Number of Members in the Group

Your Office or Practice Area Displayed in this Report is a Member of the Group

Number of Members in the Group that submitted Partner Compensation Data

Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

Your Firm, Office or Practice Area Size (# of Attorneys)

Average Size of Group Members¹ (# of Attorneys in the Firm, Office or Practice Area)

Reporting Entities Included in the Group (Geographic Comparison Groups Only)

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information
57
22
No
No Maximum
No Minimum
792
57
0
0

Partner Compensation Adjustment Practices

Partner Compensation

(most recent fiscal year-end)

January 2, 2015 - March 31, 2015

April 1, 2015 - June 30, 2015

July 1, 2015 - September 30, 2015

October 1, 2015 - January 1, 2016

January 2, 2016 - March 1, 2016

Your Firm	Number of Firms Reporting
	0
	1
	0
	34
	1

¹ Firm, Office or Practice Area size as of 1/1/2016. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

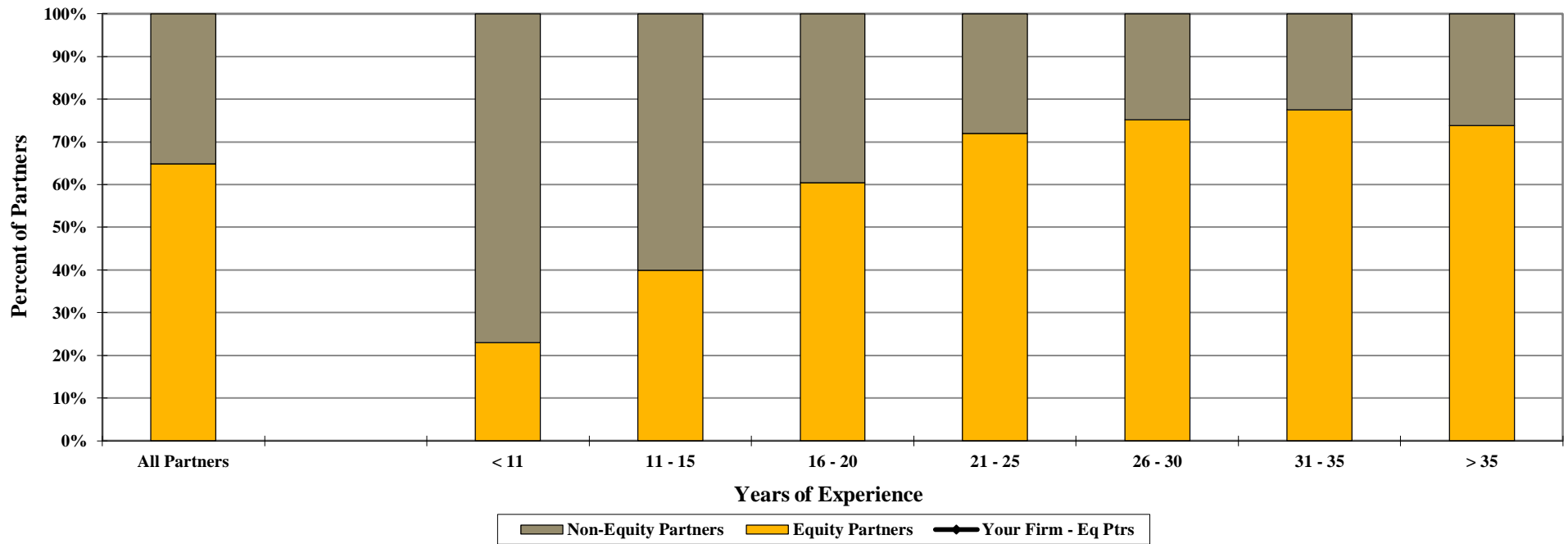
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SUMMARY CHARTS

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Years of Experience¹ - All Partners For the 12-month period ending December 31, 2015



	<i>Your Firm</i>		<i>Total Group</i>	
<u>By Years of Experience</u>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			23.0%	77.0%
11 - 15 Years			39.9%	60.1%
16 - 20 Years			60.5%	39.5%
21 - 25 Years			72.0%	28.0%
25 - 30 Years			75.2%	24.8%
31 - 35 Years			77.5%	22.5%
> 35 Years			73.9%	26.1%
All Partners			64.8%	35.2%

¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

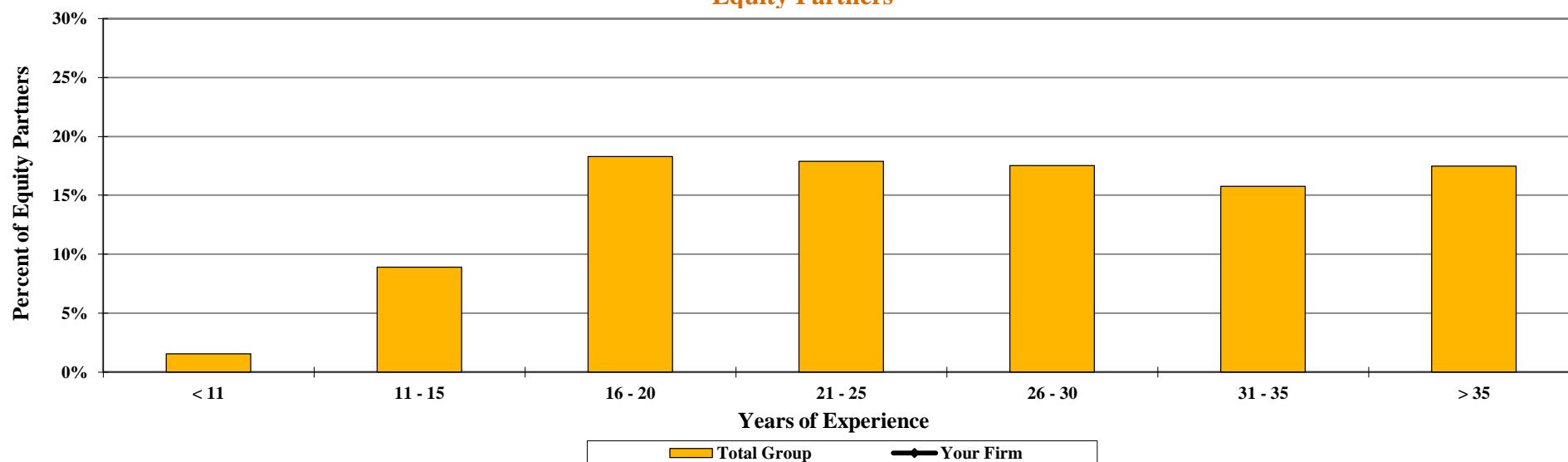
2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

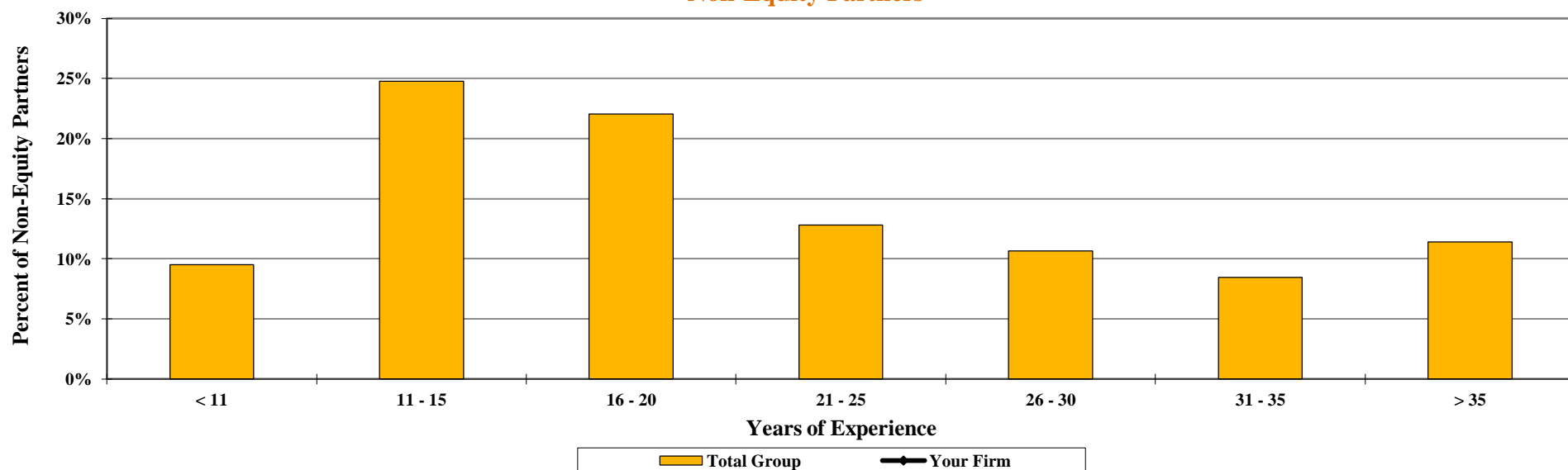
Distribution of Partners by Years of Experience ¹

For the 12-month period ending December 31, 2015

Equity Partners



Non-Equity Partners

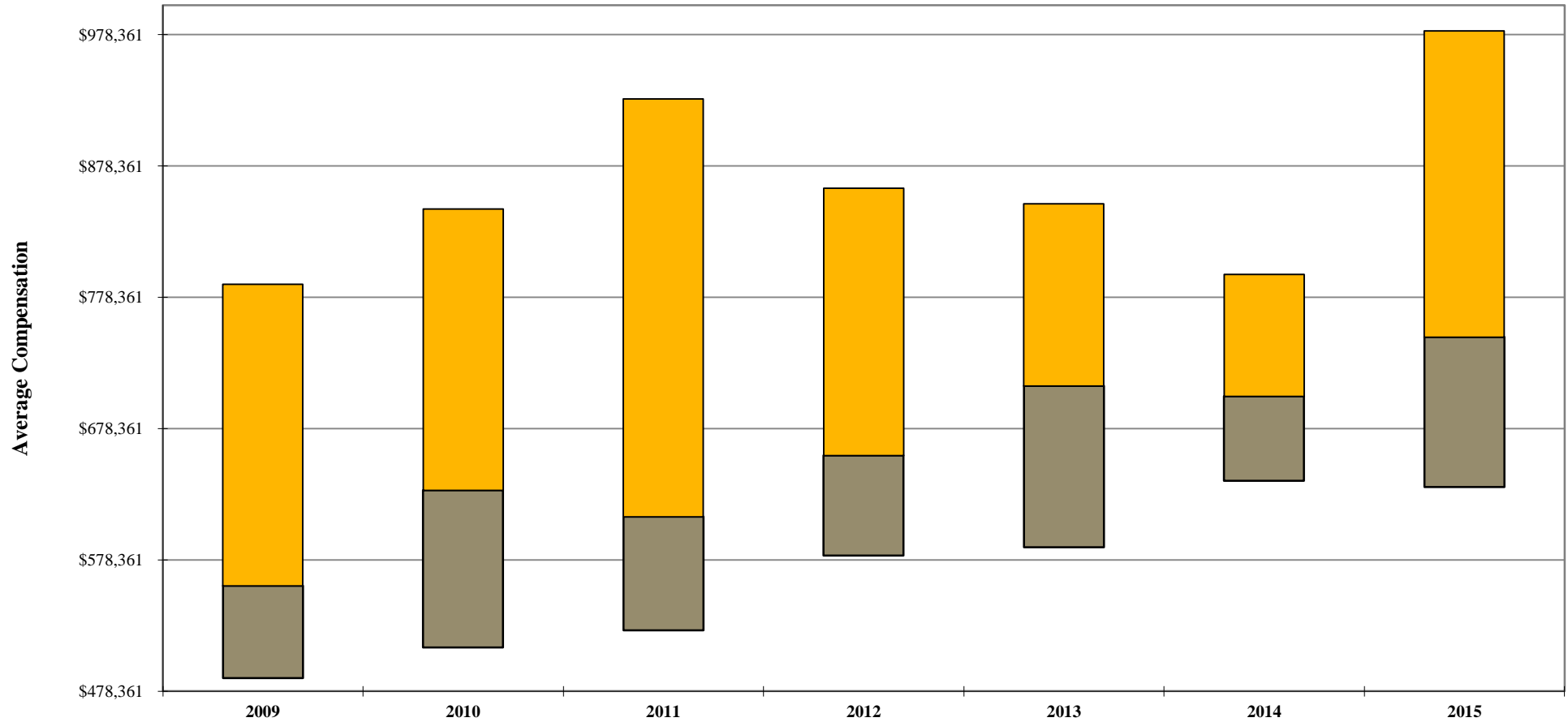


¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - All Partners At the fiscal year-end of the stated year



	2009	2010	2011	2012	2013	2014	2015
Your Firm							
1st Qtle	\$788,169	\$845,367	\$929,194	\$861,386	\$849,509	\$795,620	\$981,153
Median	558,579	631,440	611,228	657,771	710,738	702,842	747,934
3rd Qtle	488,123	511,599	524,735	581,735	587,809	638,392	633,797

Additional detail can be found on Page 34.

^ Membership on this page includes only those participants that submitted partner compensation.

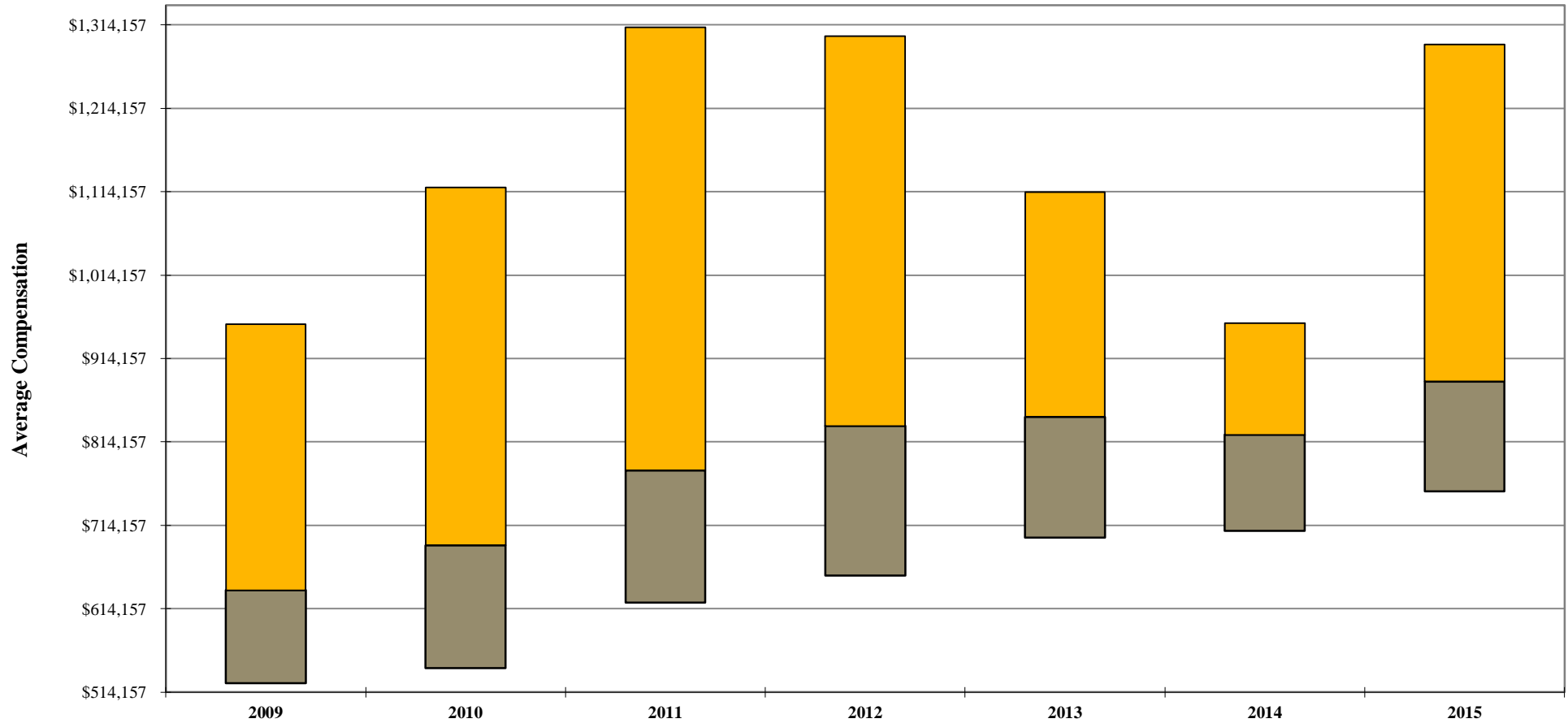
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - Equity Partners At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2009	2010	2011	2012	2013	2014	2015
\$955,061	\$1,119,261	\$1,311,534	\$1,300,811	\$1,113,667	\$956,674	\$1,290,972
636,232	690,256	780,050	833,132	844,024	822,819	886,539
524,650	542,625	621,309	653,694	699,436	707,195	754,915

Additional detail can be found on Page 34.

^ Membership on this page includes only those participants that submitted partner compensation.

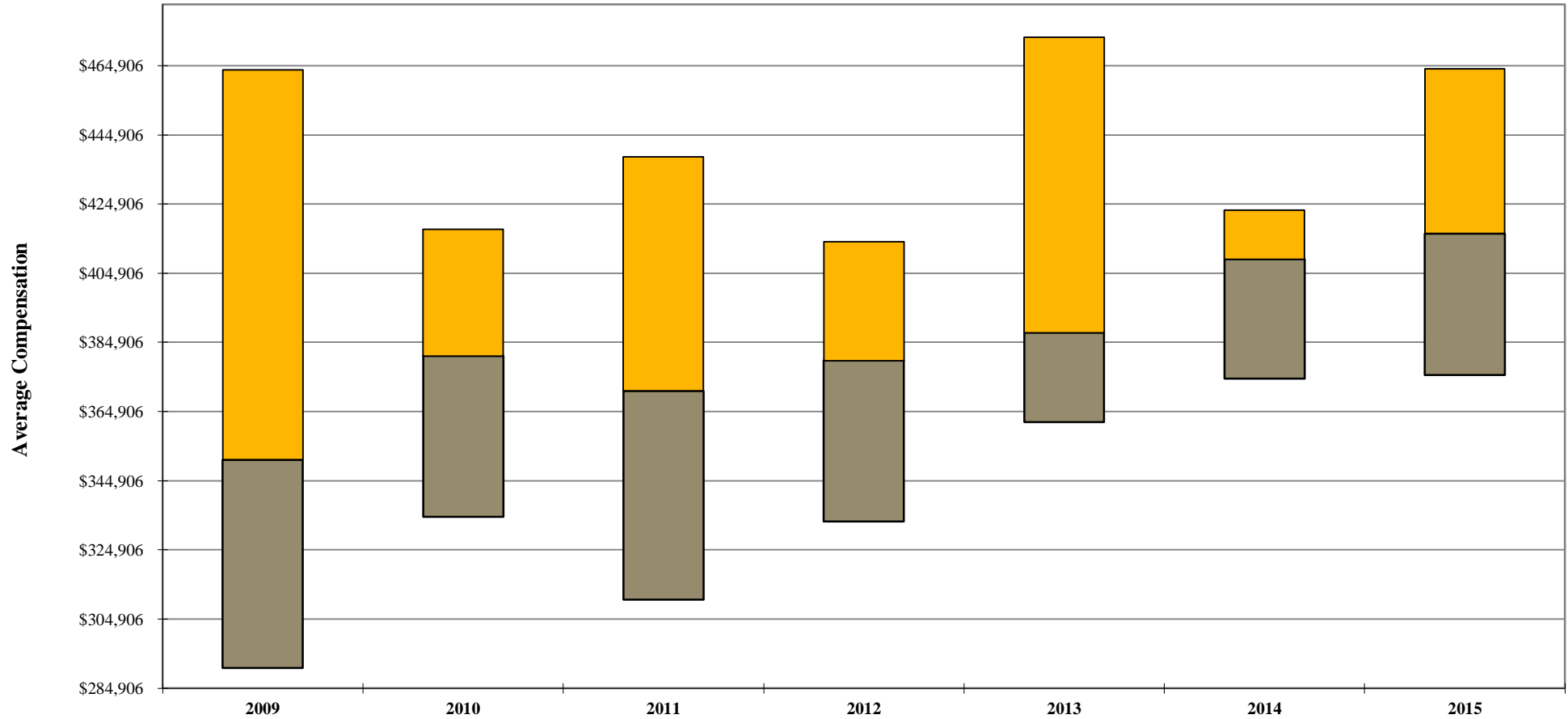
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - Non-Equity Partners At the fiscal year-end of the stated year



Your Firm
1st Qtile
Median
3rd Qtile

2009	2010	2011	2012	2013	2014	2015
\$463,685	\$417,647	\$438,538	\$414,076	\$473,171	\$423,110	\$463,950
351,000	380,937	370,902	379,660	387,735	408,980	416,360
290,720	334,482	310,589	333,163	361,858	374,437	375,441

Additional detail can be found on Page 34.

^ Membership on this page includes only those participants that submitted partner compensation.

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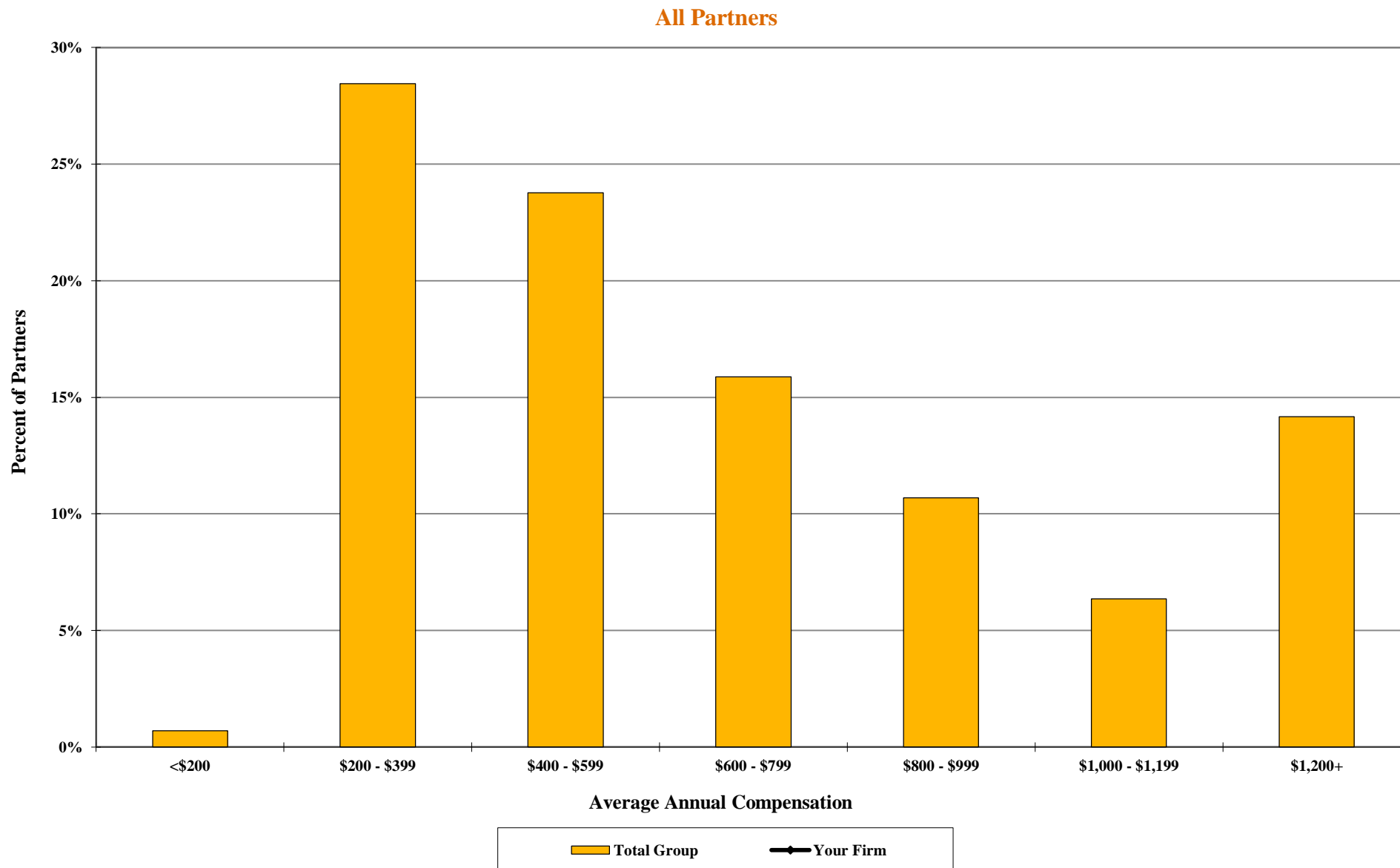
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partners by Compensation Intervals - All Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's



Additional detail can be found on Page 36.

^ Membership on this page includes only those participants that submitted partner compensation.

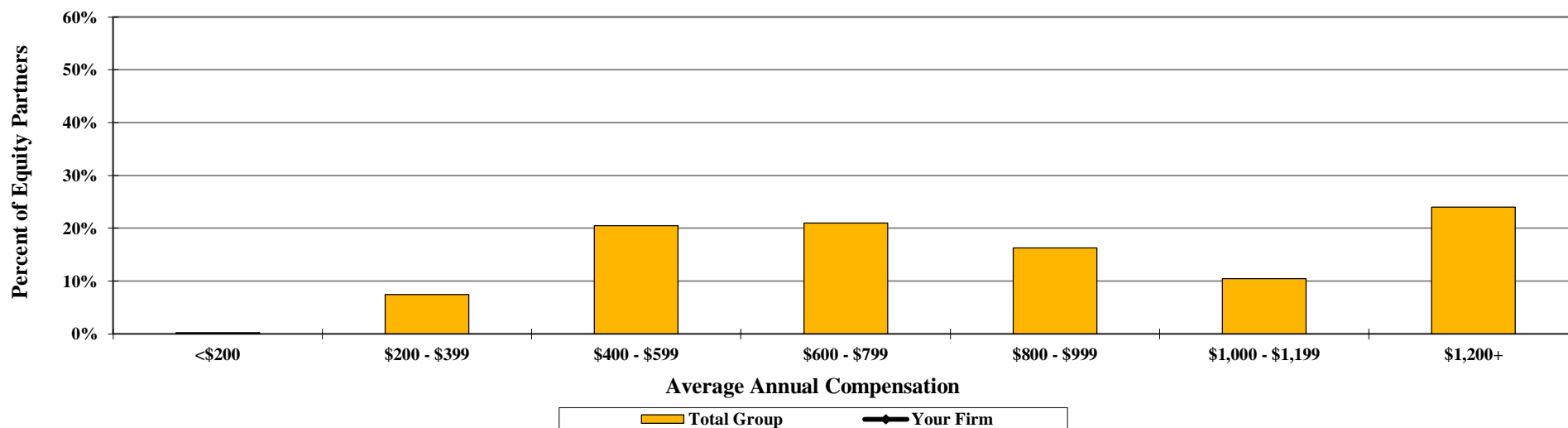
2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

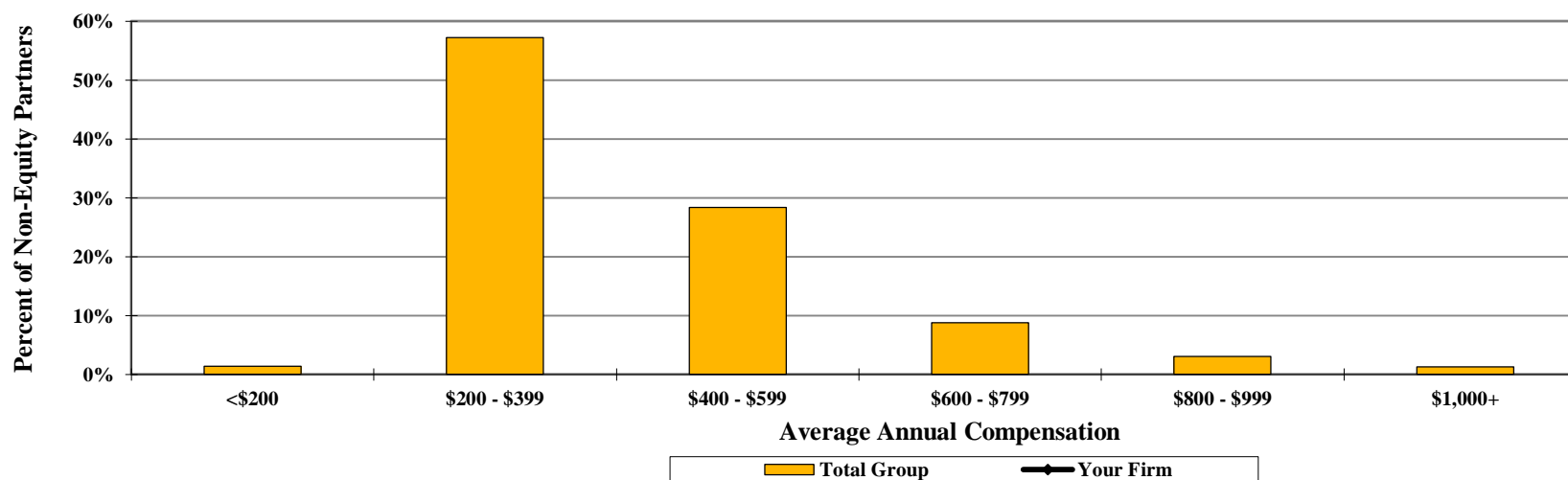
Distribution of Partners by Compensation Intervals

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 35.

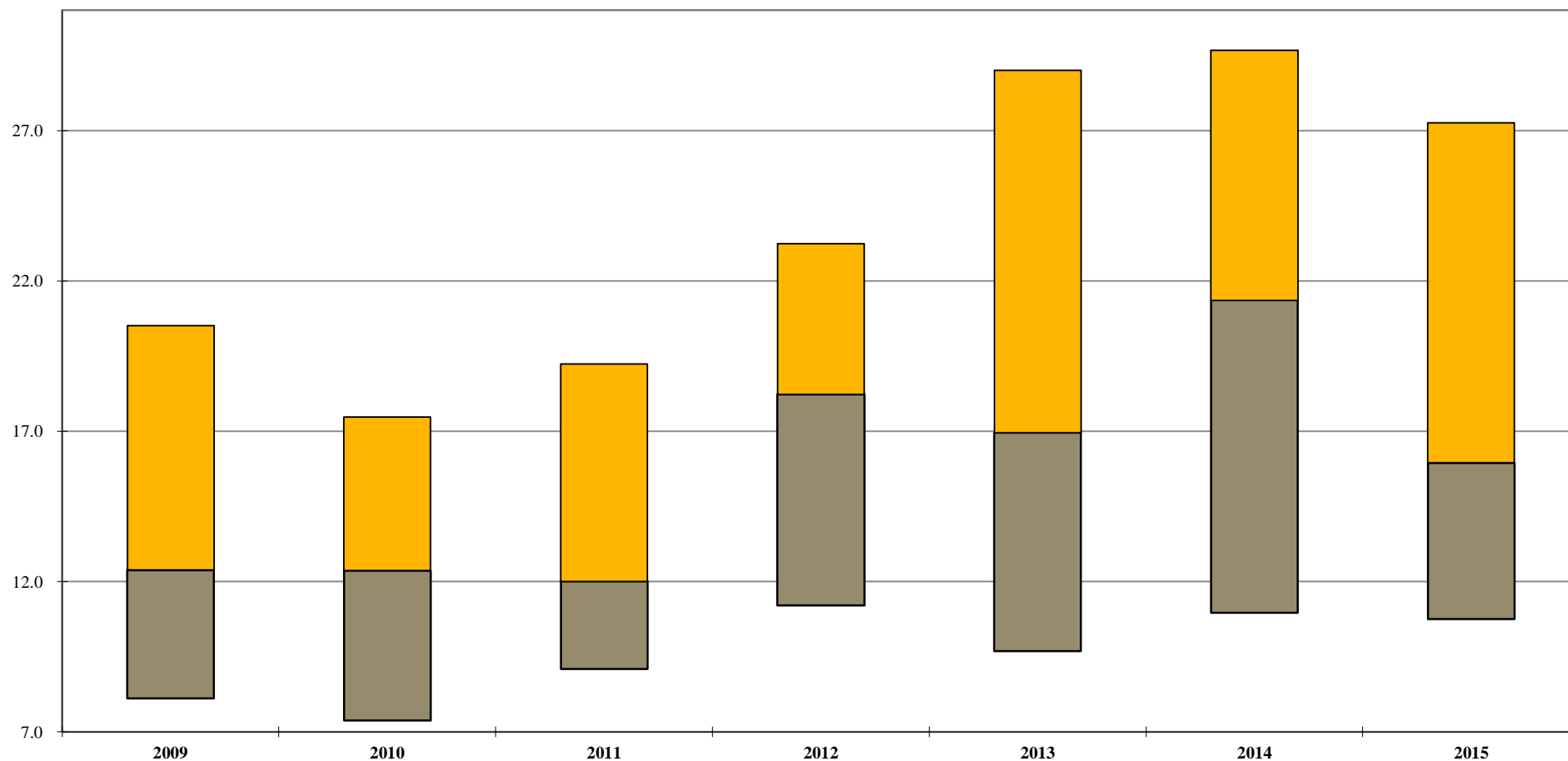
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation - All Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2009	2010	2011	2012	2013	2014	2015
20.5	17.5	19.2	23.2	29.0	29.7	27.3
12.4	12.4	12.0	18.2	17.0	21.4	15.9
8.1	7.4	9.1	11.2	9.7	11.0	10.8

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

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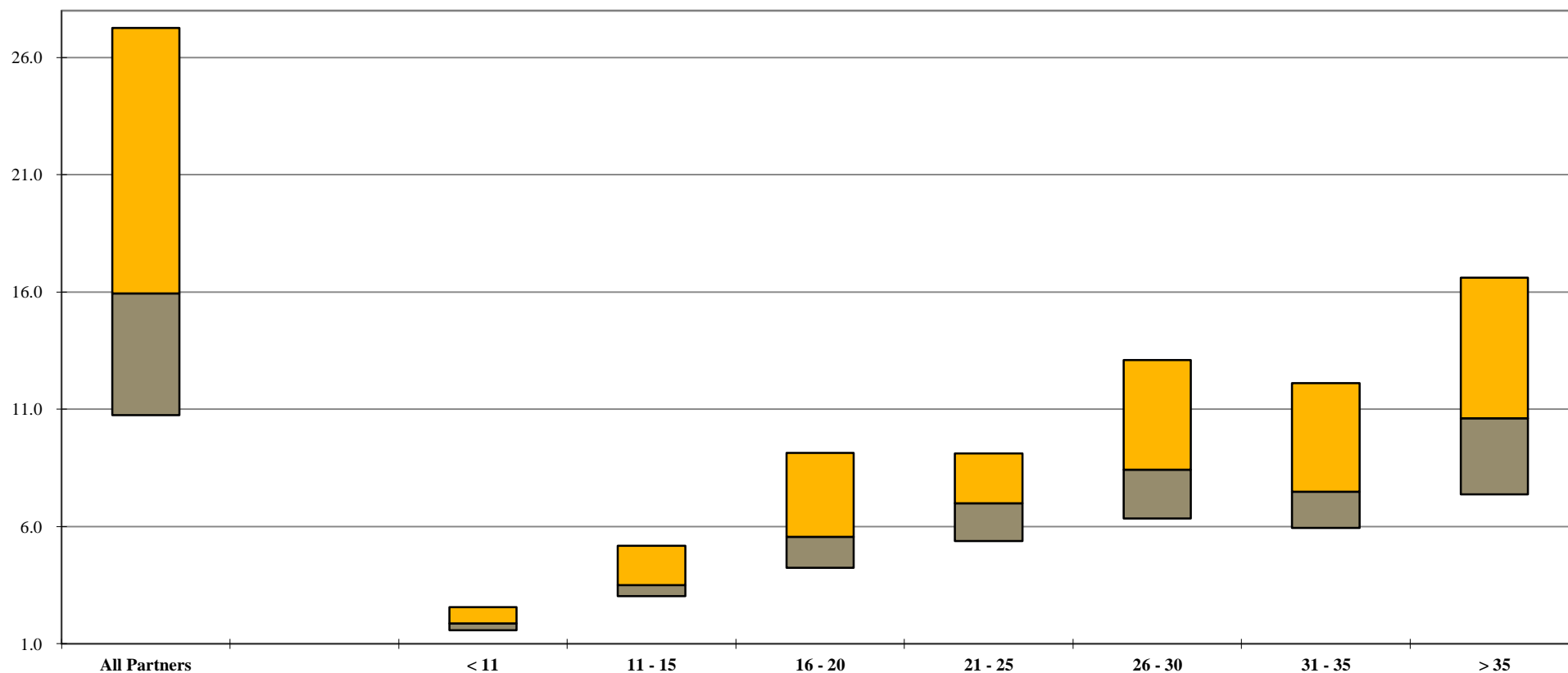
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation by Experience - All Partners

As of the most recent fiscal year-end



Your Firm		Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	27.3	2.6	5.2	9.1	9.1	13.1	12.1	16.6
	Median	15.9	1.9	3.5	5.6	7.0	8.4	7.5	10.6
	3rd Qtle	10.8	1.6	3.0	4.2	5.4	6.3	5.9	7.4

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

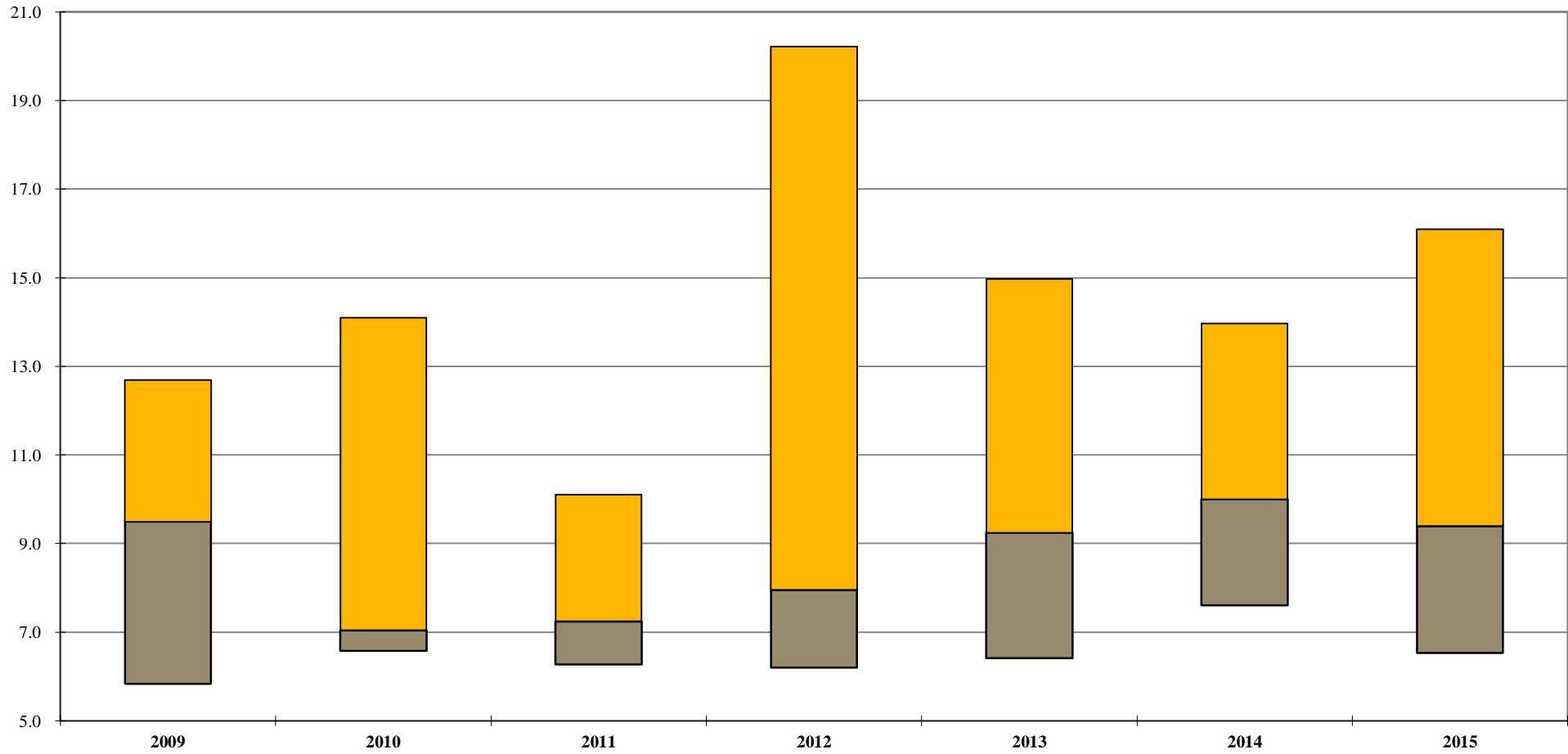
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation - Equity Partners At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

	2009	2010	2011	2012	2013	2014	2015
1st Qtle	12.7	14.1	10.1	20.2	15.0	14.0	16.1
Median	9.5	7.0	7.2	8.0	9.2	10.0	9.4
3rd Qtle	5.8	6.6	6.3	6.2	6.4	7.6	6.5

Additional detail can be found on Page 37.

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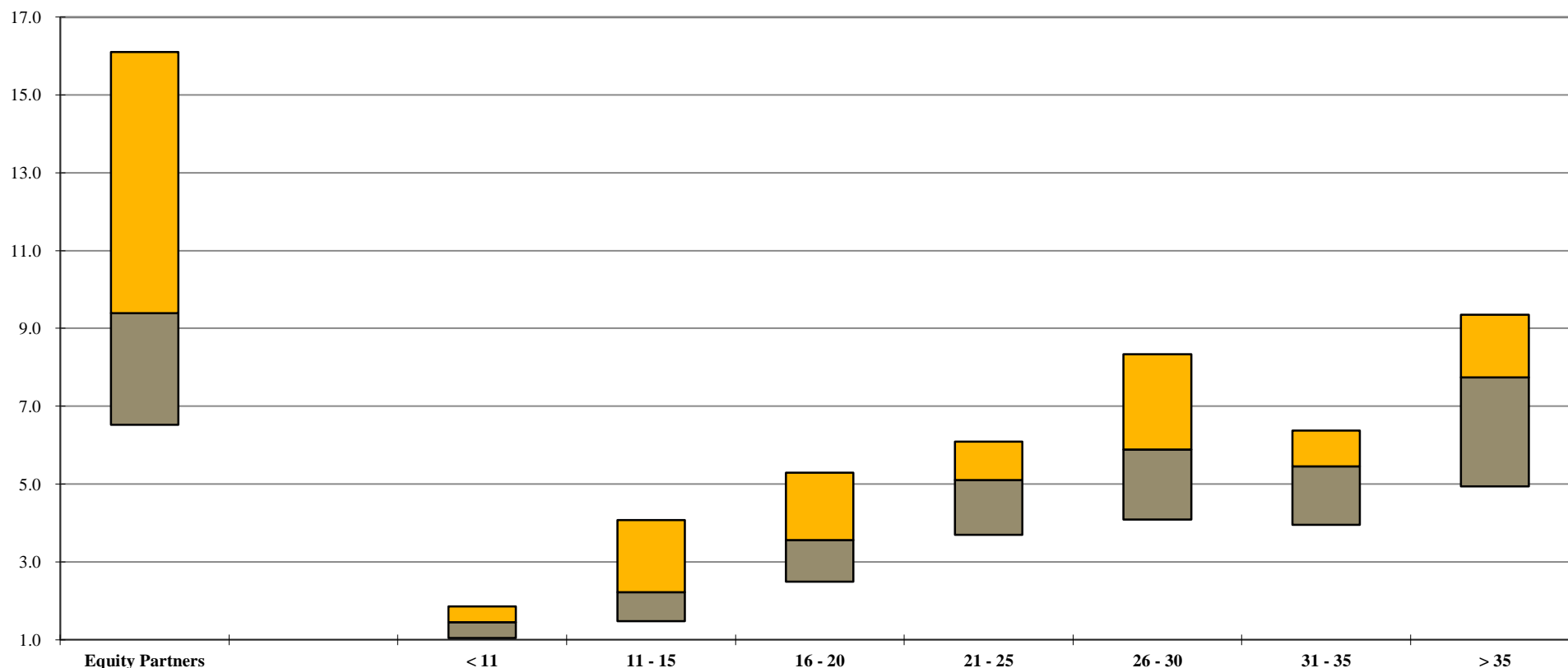
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Equity Partners

As of the most recent fiscal year-end



	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm								
1st Qtle	16.1	1.9	4.1	5.3	6.1	8.3	6.4	9.4
Median	9.4	1.5	2.2	3.6	5.1	5.9	5.5	7.7
3rd Qtle	6.5	1.0	1.5	2.5	3.7	4.1	4.0	4.9

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

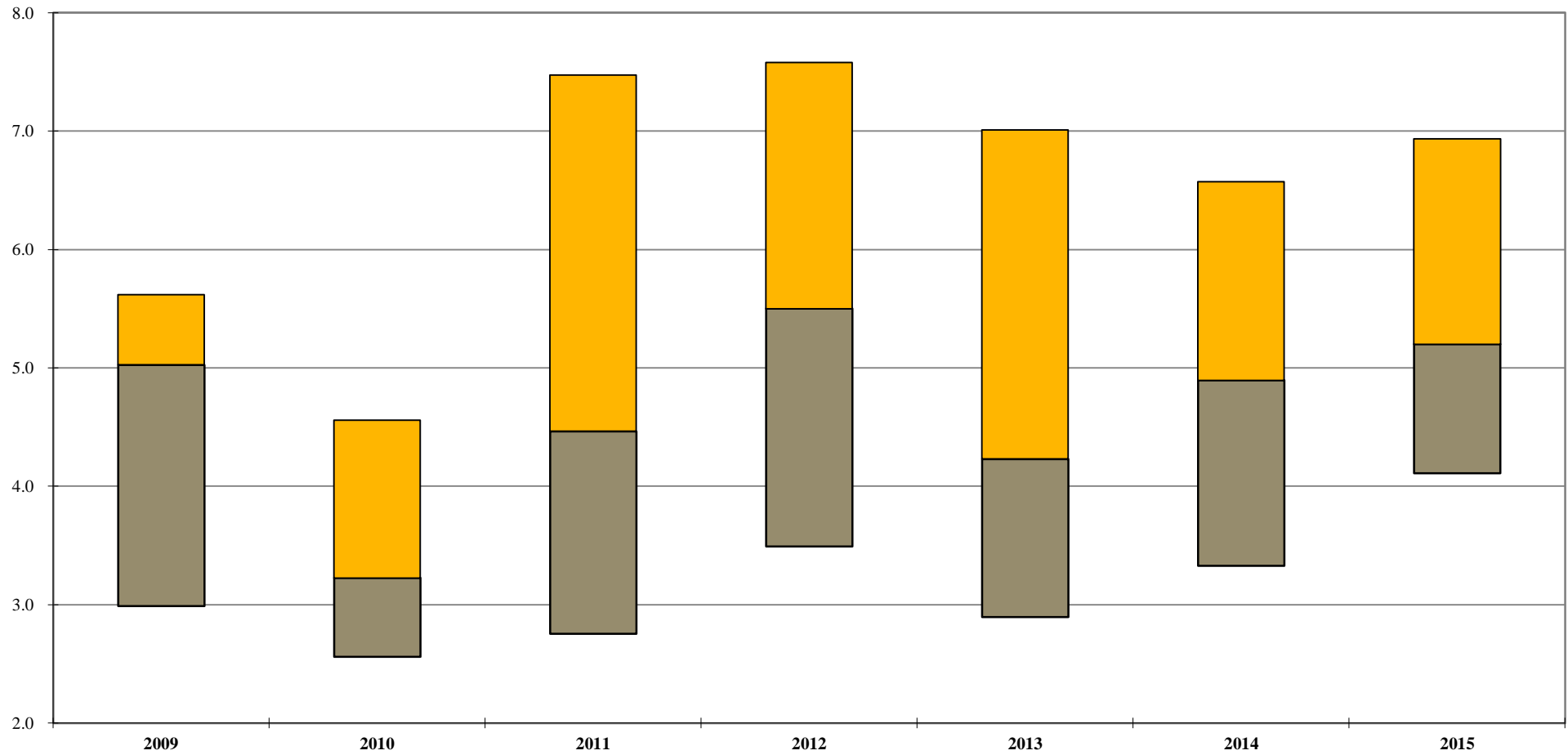
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation - Non-Equity Partners At the fiscal year-end of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

	2009	2010	2011	2012	2013	2014	2015
1st Qtile	5.6	4.6	7.5	7.6	7.0	6.6	6.9
Median	5.0	3.2	4.5	5.5	4.2	4.9	5.2
3rd Qtile	3.0	2.6	2.8	3.5	2.9	3.3	4.1

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

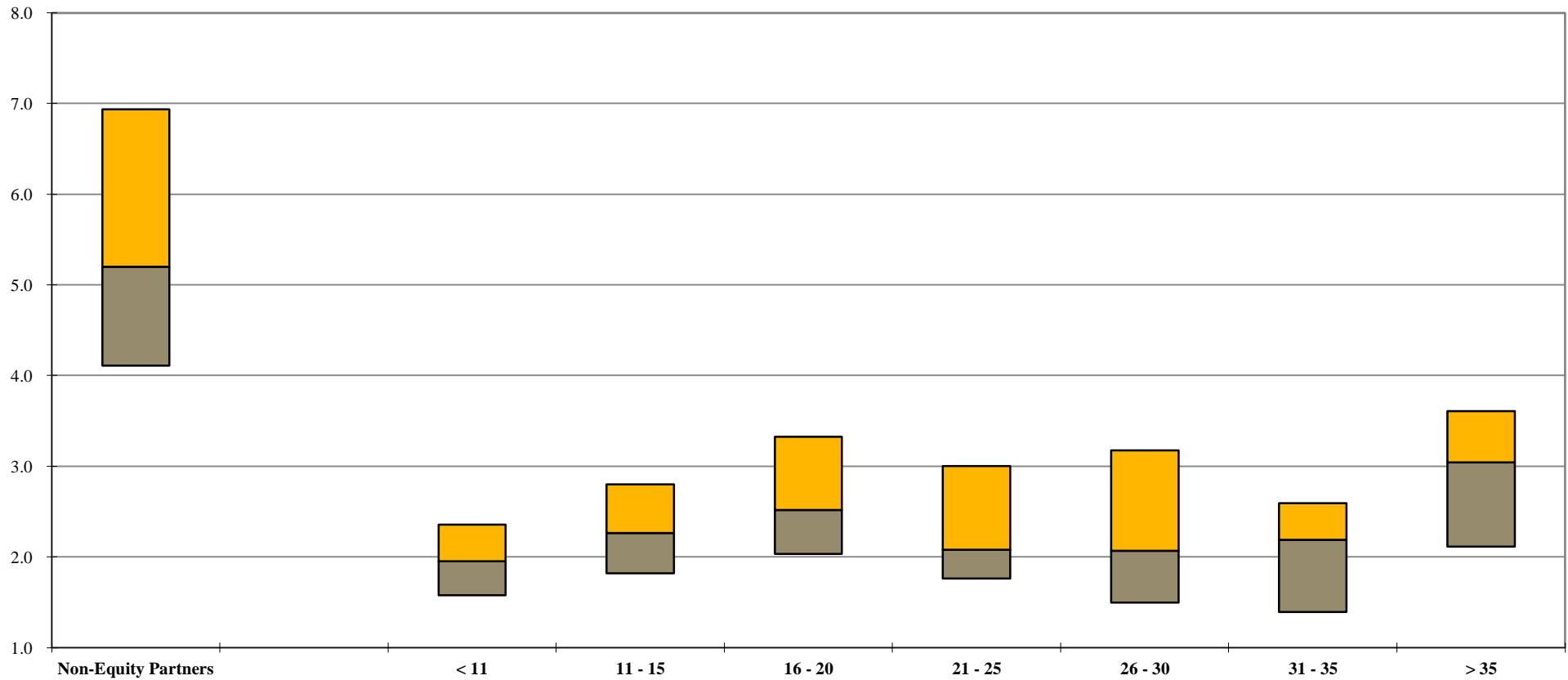
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Non-Equity Partners As of the most recent fiscal year-end



		Years of Experience							
		Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm									
	1st Qtle	6.9	2.4	2.8	3.3	3.0	3.2	2.6	3.6
	Median	5.2	2.0	2.3	2.5	2.1	2.1	2.2	3.0
	3rd Qtle	4.1	1.6	1.8	2.0	1.8	1.5	1.4	2.1

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

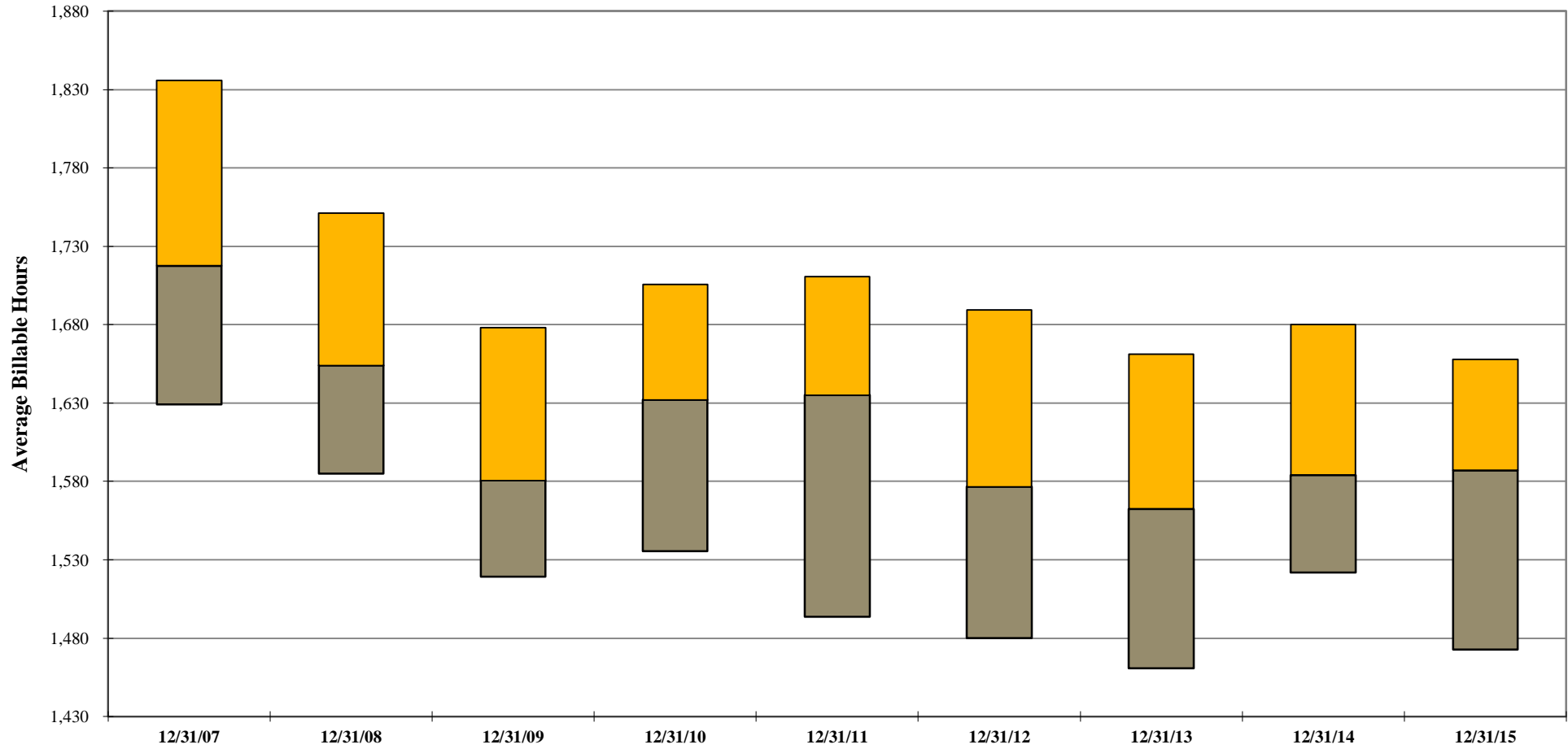
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - All Partners for the 12-month period ending



	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	Change: '07-'15
Your Firm										
1st Qtle	1,836	1,751	1,678	1,706	1,711	1,689	1,661	1,680	1,658	(178)
Median	1,718	1,654	1,581	1,632	1,635	1,577	1,563	1,584	1,587	(131)
3rd Qtle	1,629	1,585	1,519	1,536	1,494	1,480	1,461	1,522	1,473	(156)

Additional detail can be found on Page 38.

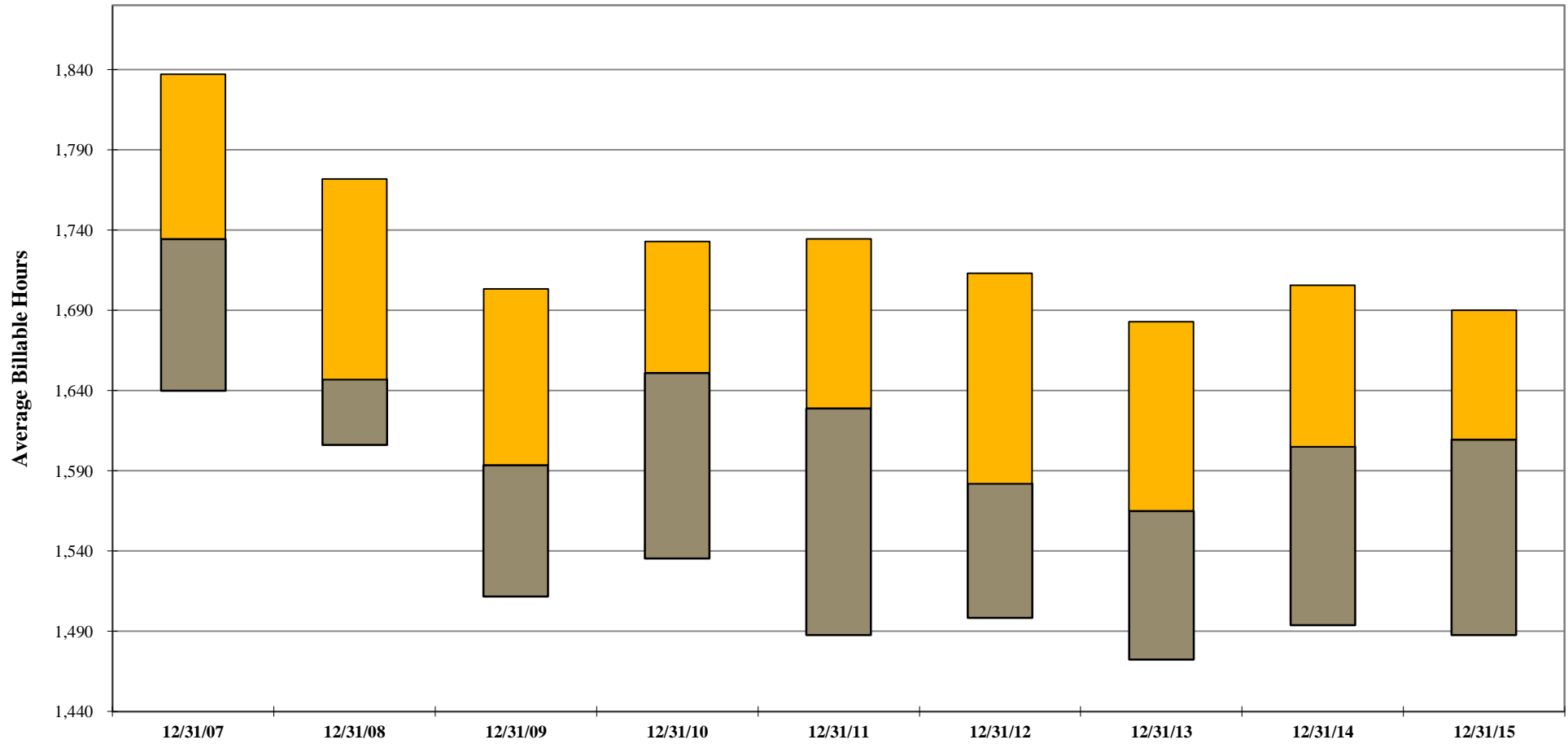
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - Equity Partners for the 12-month period ending



	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	Change: '07-'15
Your Firm										
1st Qtle	1,837	1,772	1,703	1,733	1,735	1,713	1,683	1,706	1,690	(147)
Median	1,735	1,647	1,594	1,651	1,629	1,582	1,565	1,605	1,610	(125)
3rd Qtle	1,640	1,606	1,512	1,536	1,488	1,498	1,473	1,494	1,488	(152)

Additional detail can be found on Page 38.

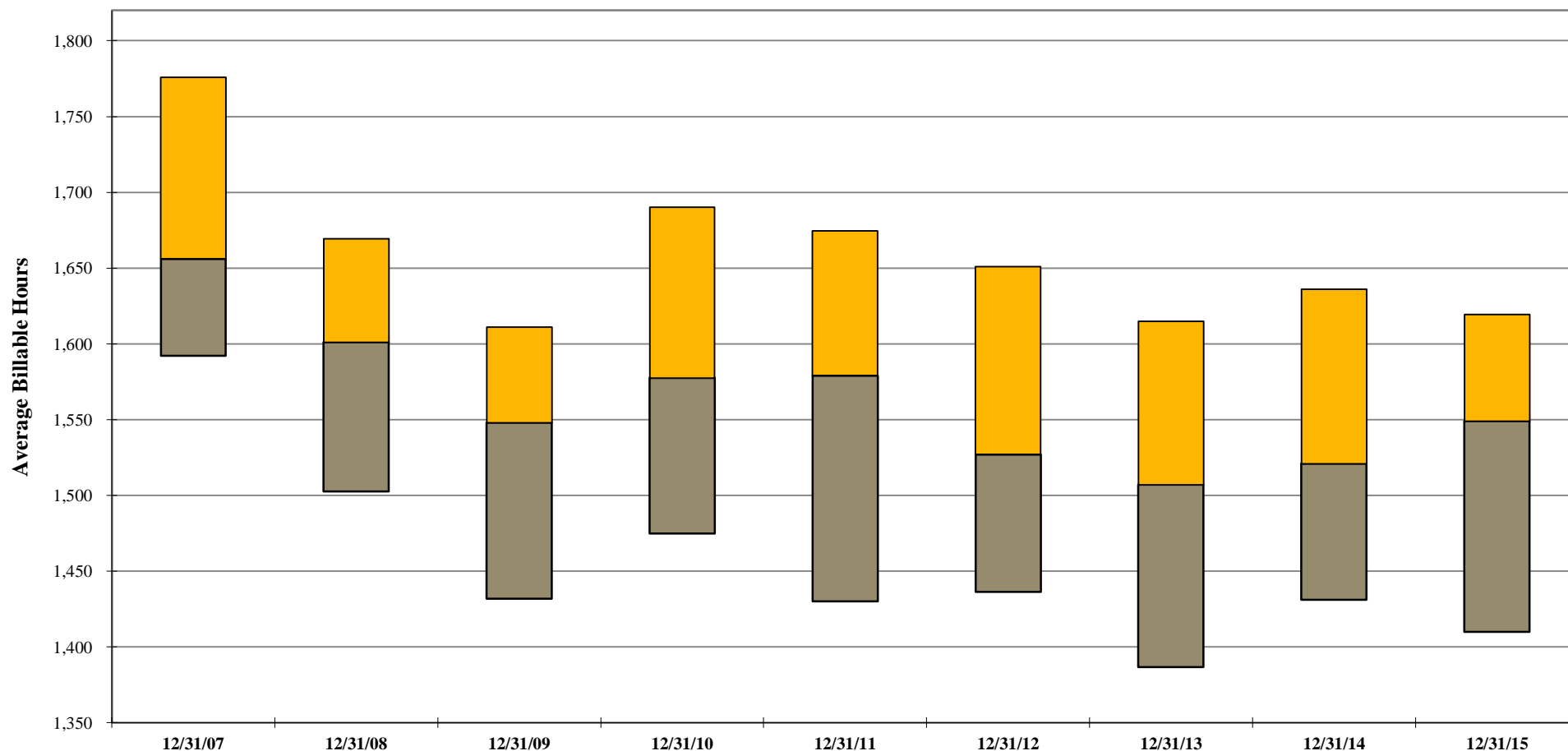
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - Non-Equity Partners for the 12-month period ending



	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	Change: '07-'15
Your Firm										
1st Qtile	1,776	1,670	1,611	1,690	1,675	1,651	1,615	1,636	1,619	(157)
Median	1,656	1,601	1,548	1,578	1,579	1,527	1,507	1,521	1,549	(107)
3rd Qtile	1,592	1,503	1,432	1,475	1,430	1,437	1,387	1,431	1,410	(182)

Additional detail can be found on Page 38.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

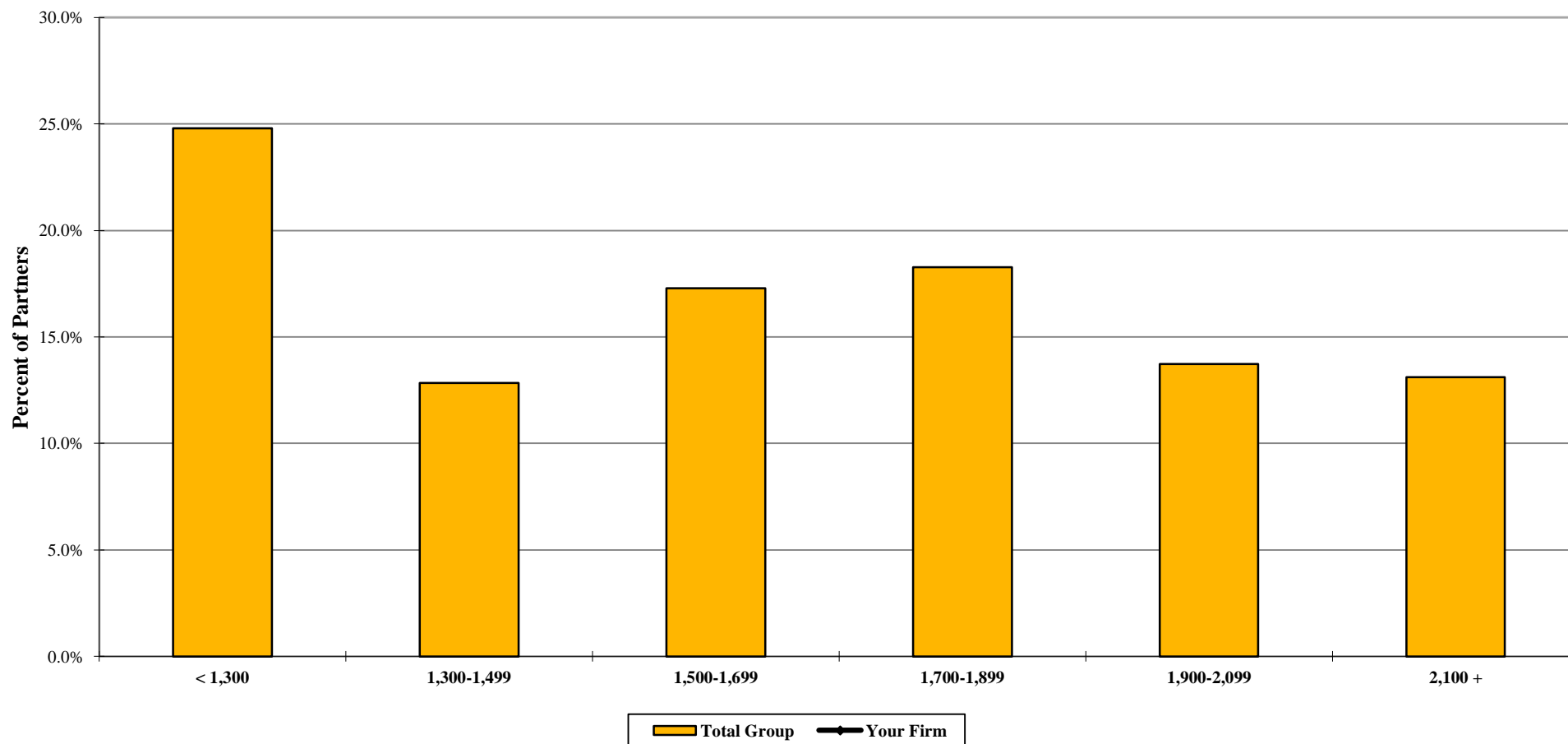
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - All Partners

For the 12-month period ending December 31, 2015



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
24.8%	12.8%	17.3%	18.3%	13.7%	13.1%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 40.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

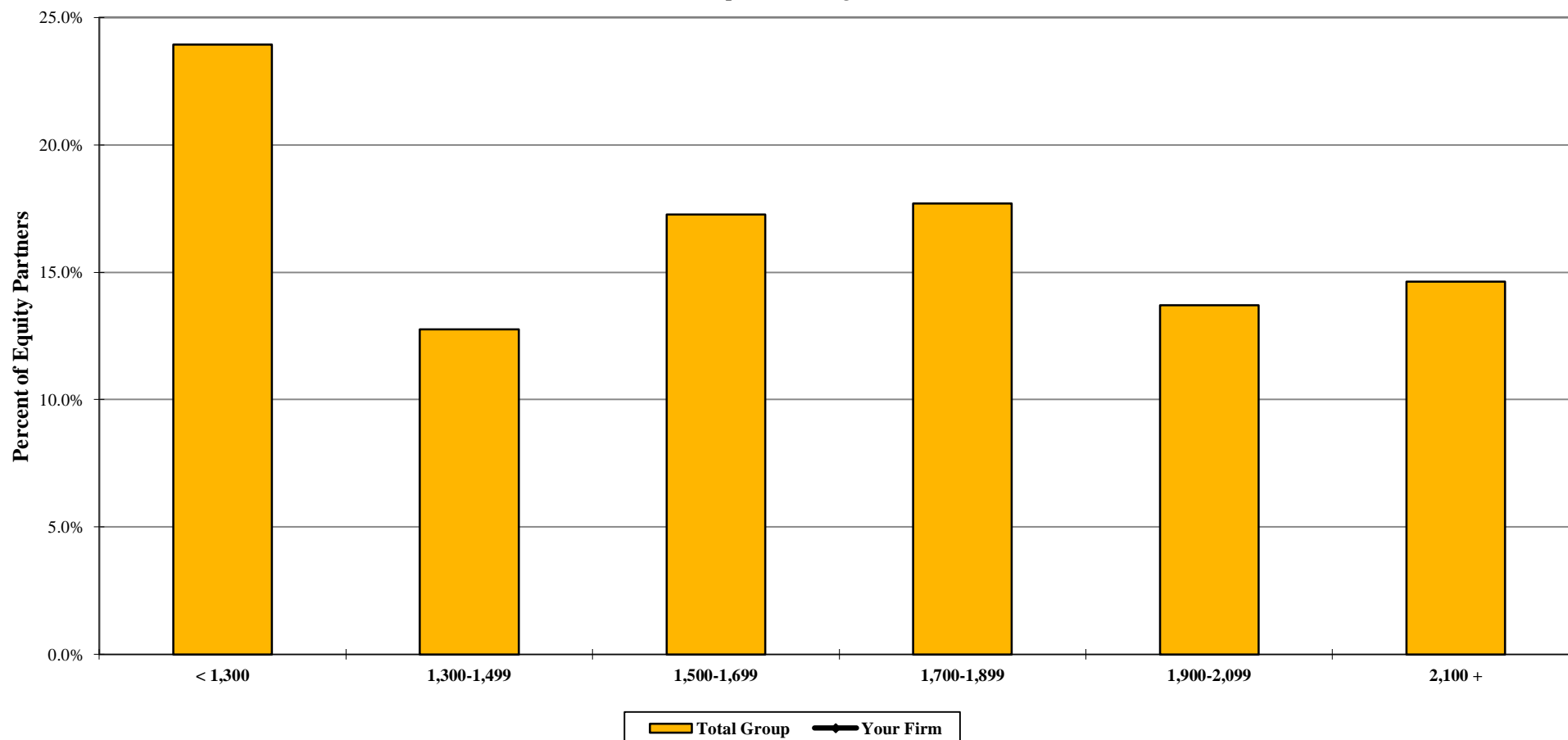
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - Equity Partners

For the 12-month period ending December 31, 2015



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
23.9%	12.8%	17.3%	17.7%	13.7%	14.6%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 39.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

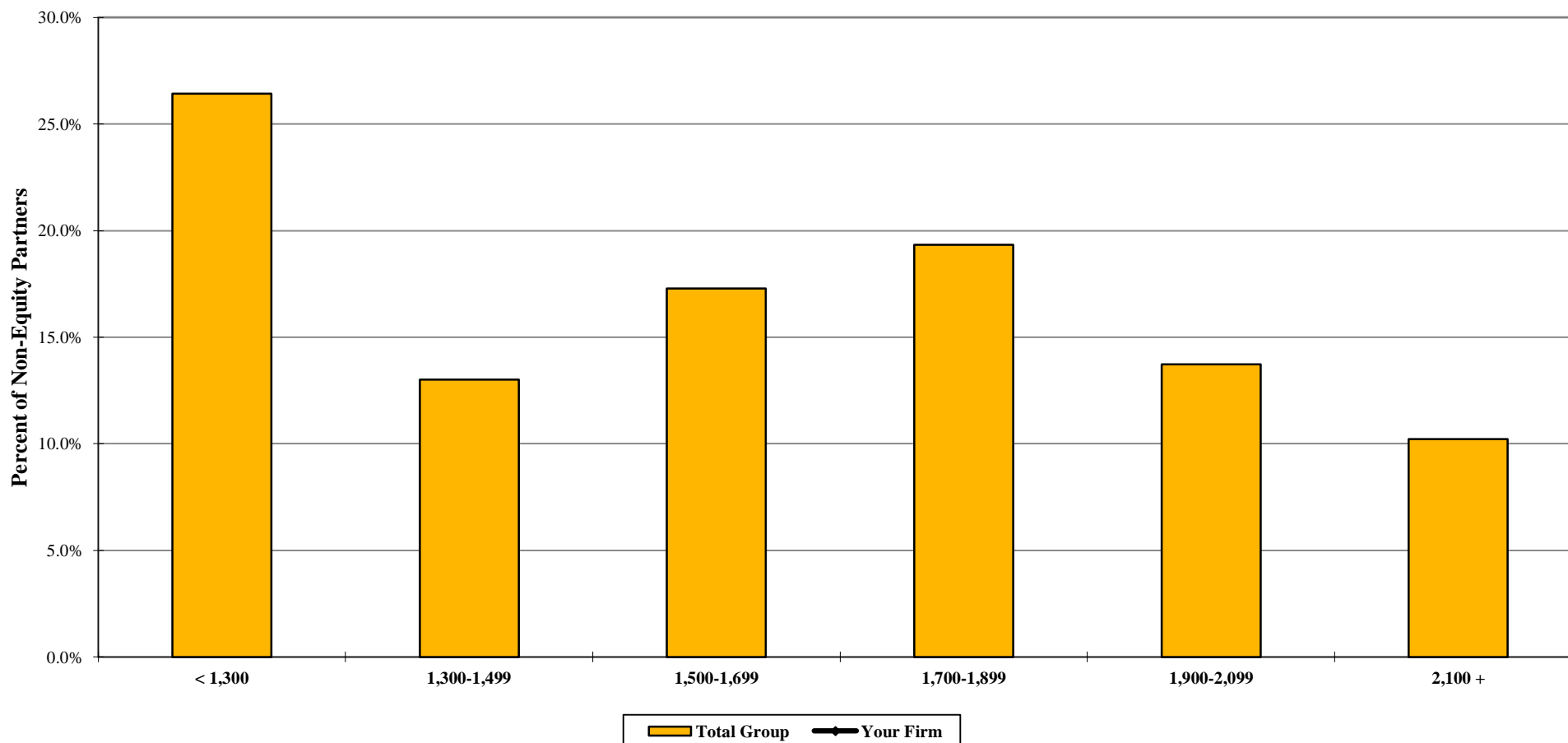
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - Non-Equity Partners

For the 12-month period ending December 31, 2015



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
26.4%	13.0%	17.3%	19.3%	13.7%	10.2%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 39.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

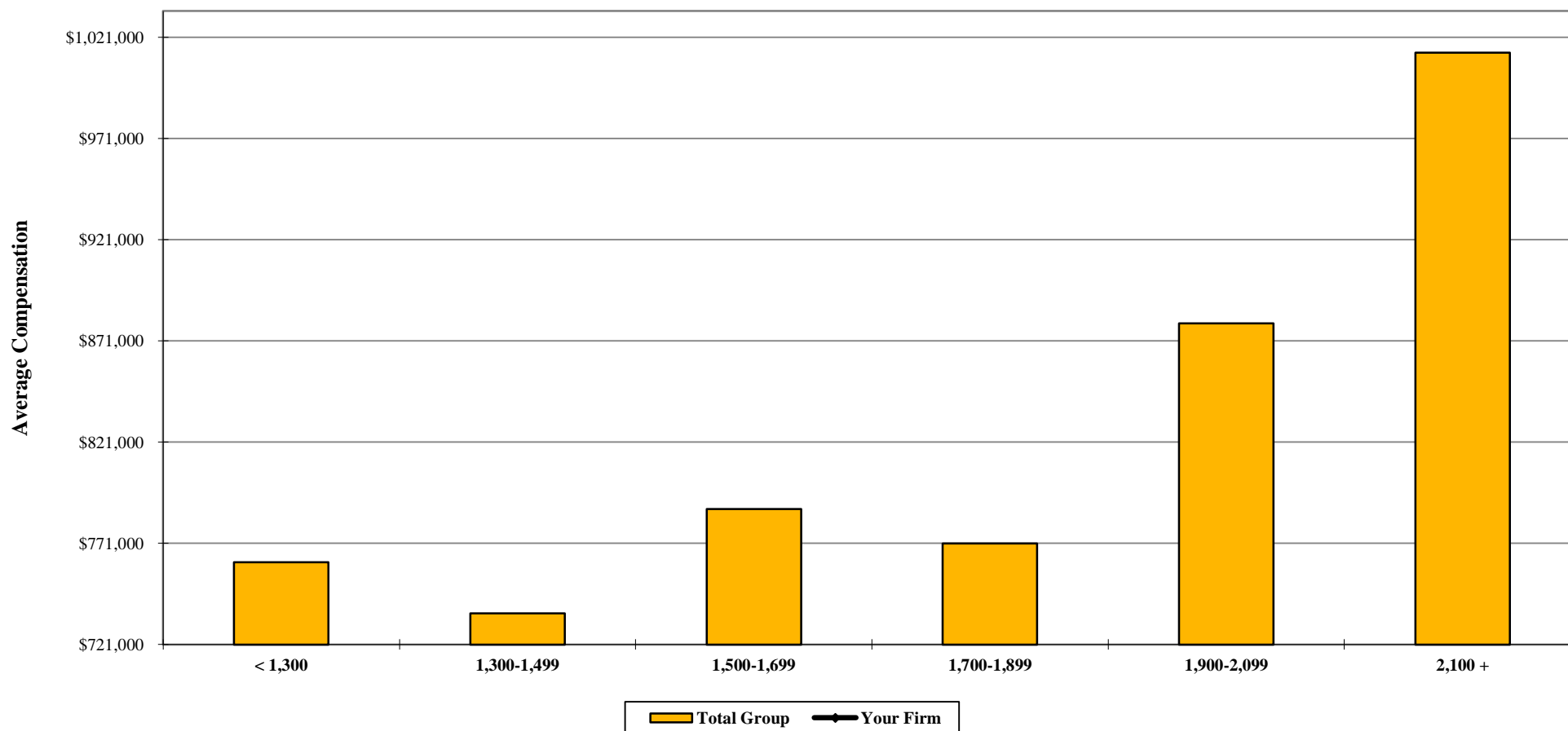
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels - All Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$761,576	\$736,267	\$787,990	\$770,786	\$879,558	\$1,013,373

Additional detail can be found on Page 42.

^ Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

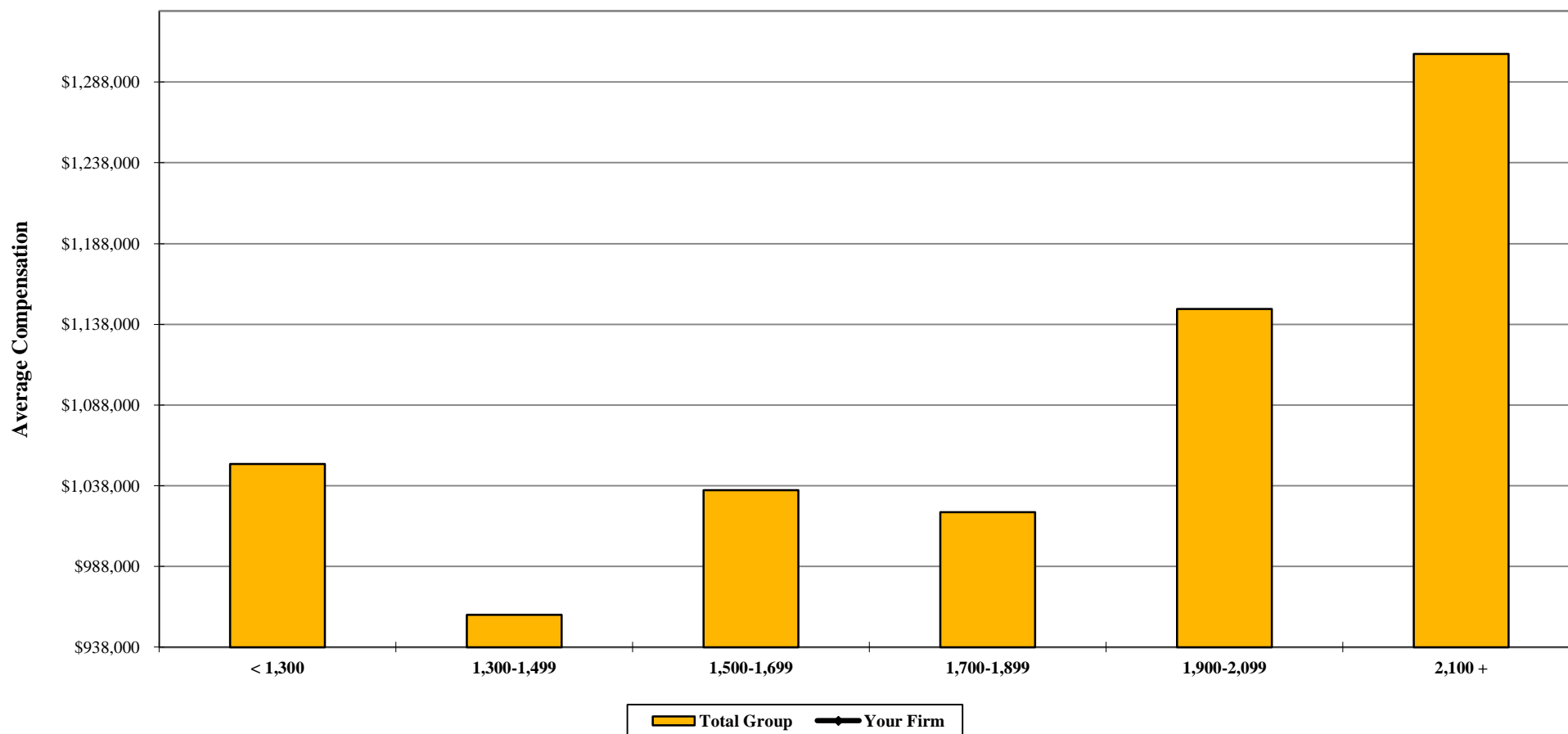
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels - Equity Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$1,051,495	\$958,127	\$1,035,361	\$1,021,518	\$1,147,620	\$1,305,372

Additional detail can be found on Page 41.

^ Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

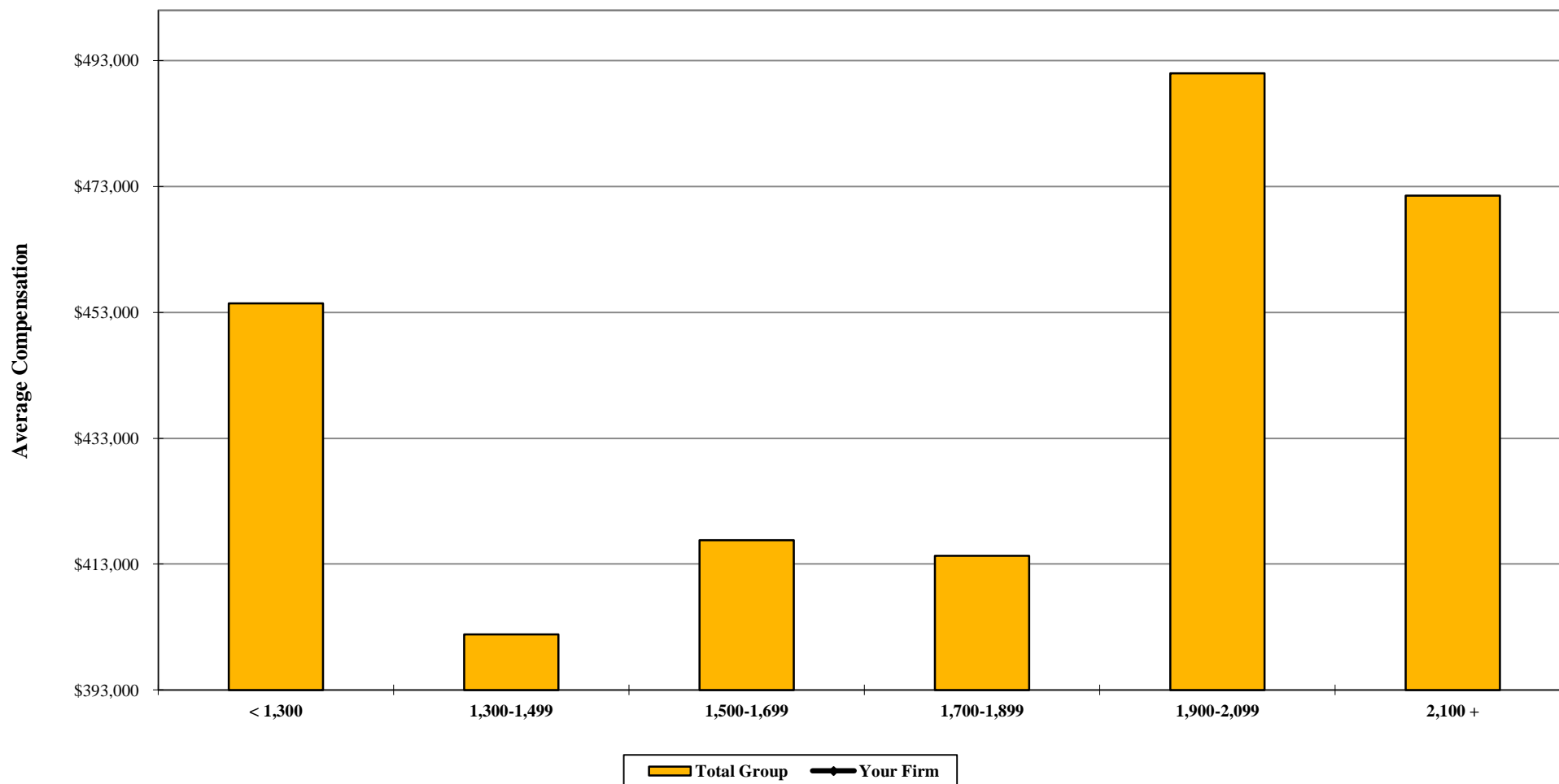
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels - Non-Equity Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
\$454,451	\$401,823	\$416,819	\$414,323	\$490,965	\$471,532

Additional detail can be found on Page 41.

^ Membership on this page includes only those participants that submitted partner compensation.

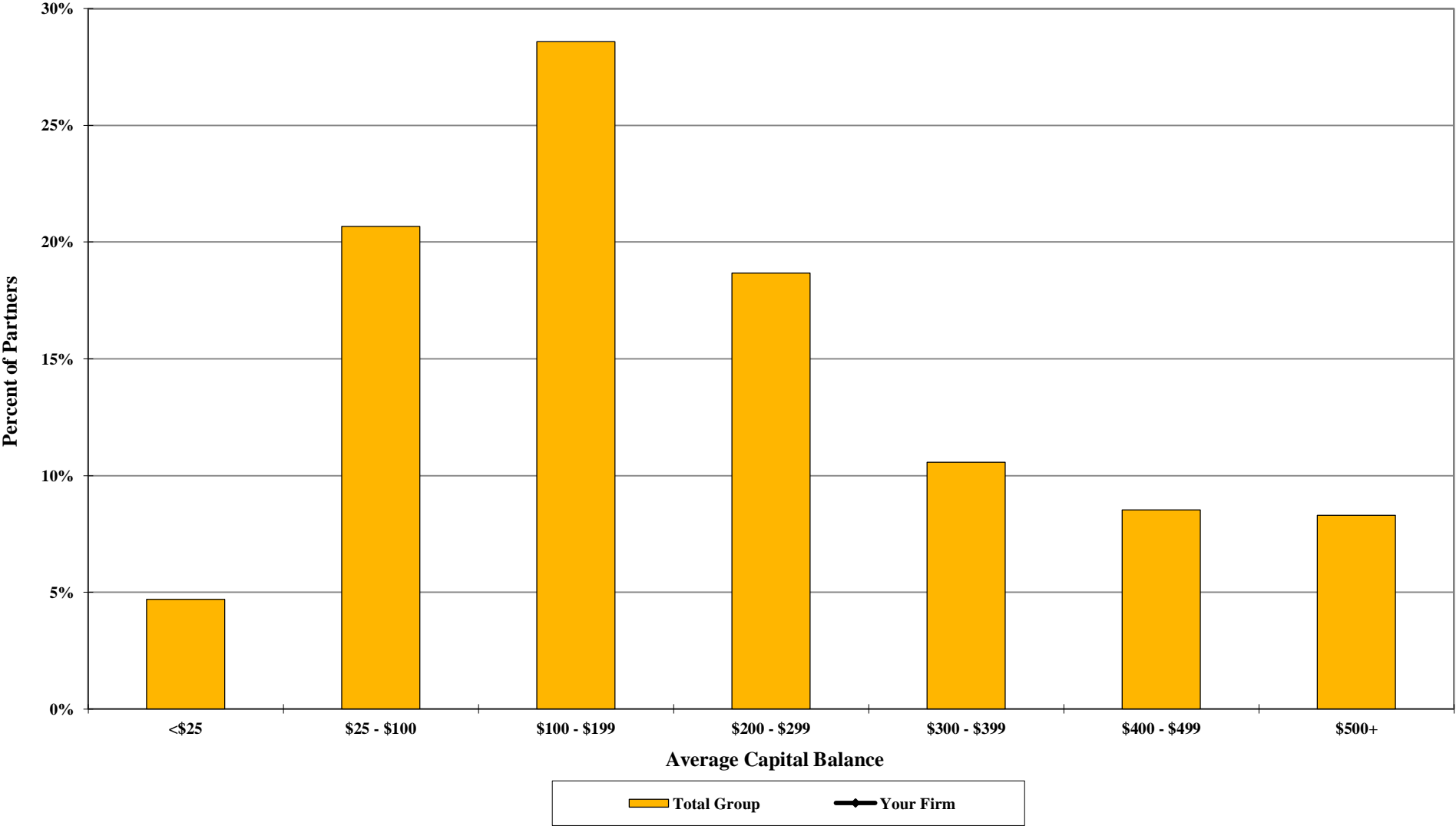
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partners by Capital Balance Intervals - All Partners
As of the most recent fiscal year-end; in 000's



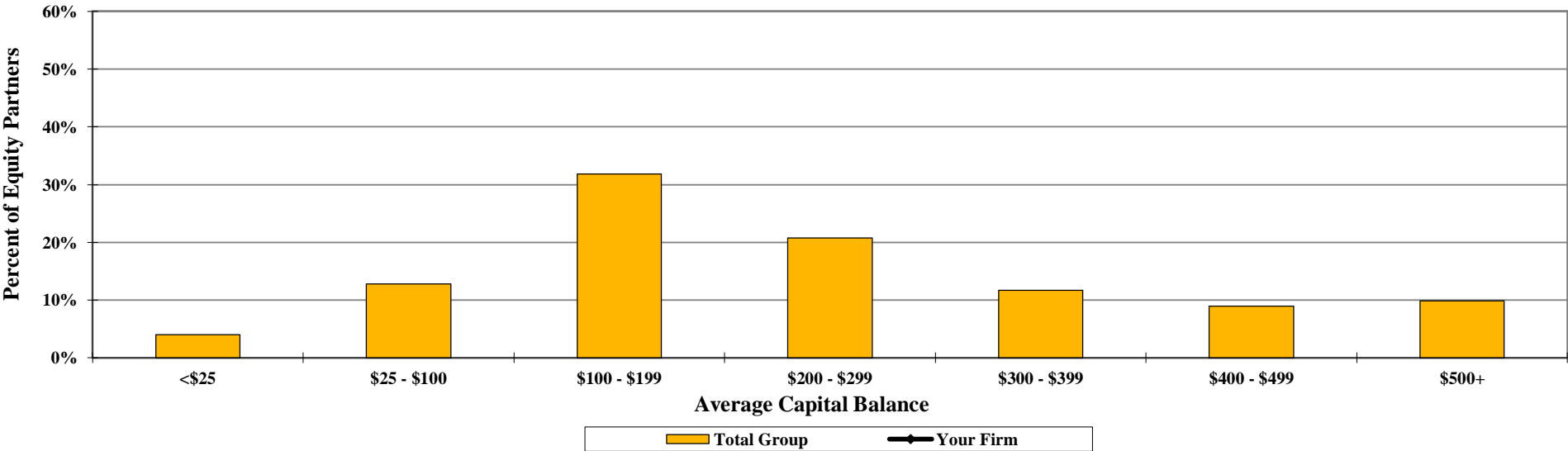
Additional detail can be found on Page 45.
^ Membership on this page includes only those participants that submitted partner compensation.

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

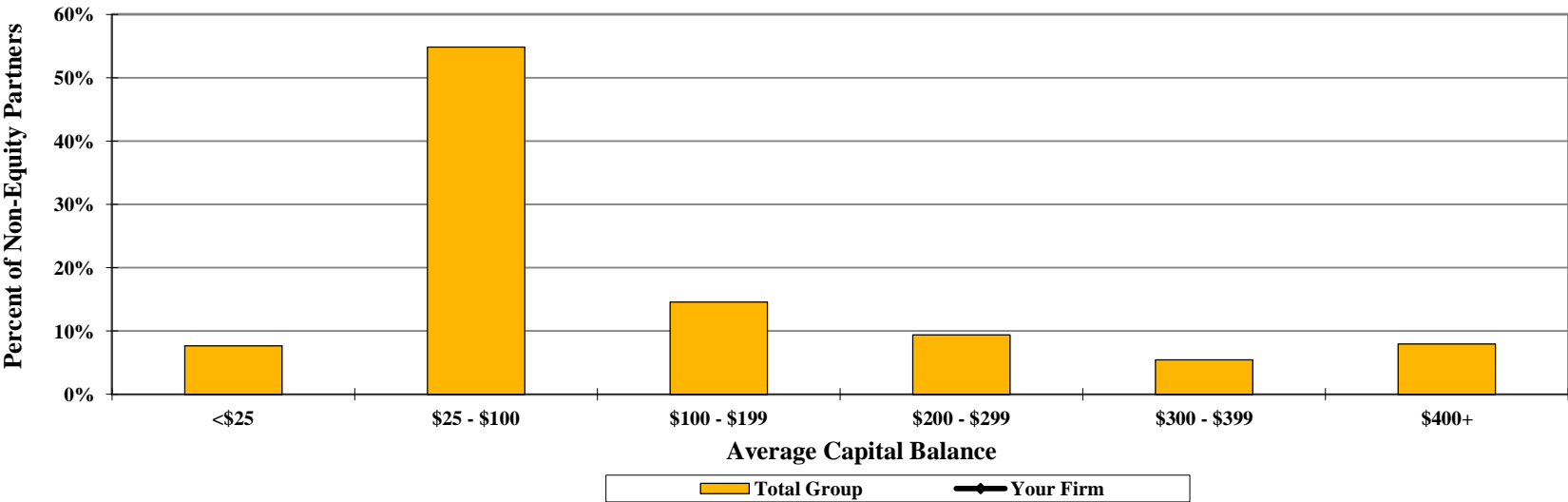
AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partners by Capital Balance Intervals
As of the most recent fiscal year-end; in 000's

Equity Partners



Non-Equity Partners



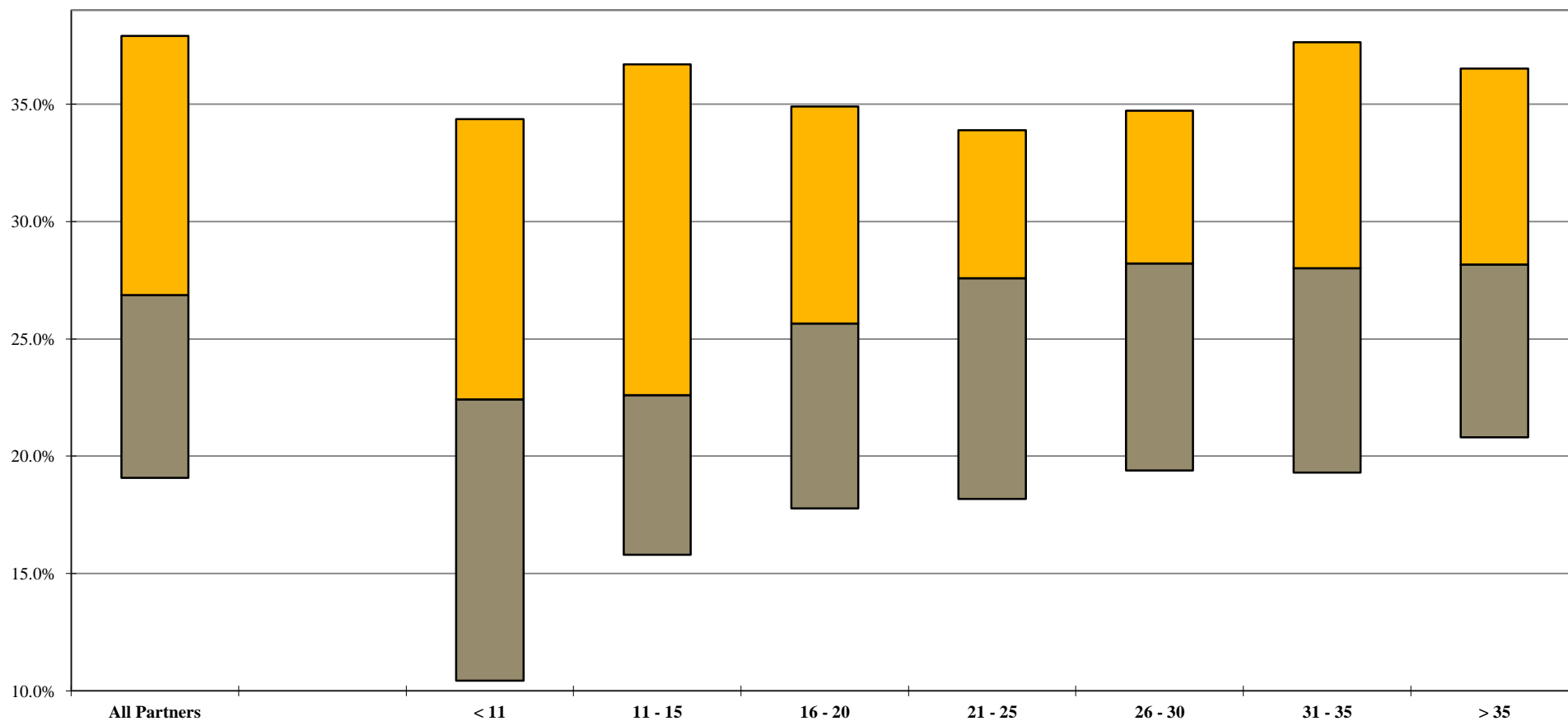
Additional detail can be found on Page 44.
^ Membership on this page includes only those participants that submitted partner compensation.

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Percentage of Capital Balance to Compensation - All Partners

As of the most recent fiscal year-end



Your Firm	Years of Experience						
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35
	1st Qtle	34.4%	36.7%	34.9%	33.9%	34.7%	37.6%
	Median	22.4%	22.6%	25.7%	27.6%	28.2%	28.0%
	3rd Qtle	19.1%	10.4%	15.8%	17.8%	19.4%	19.3%

^ Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

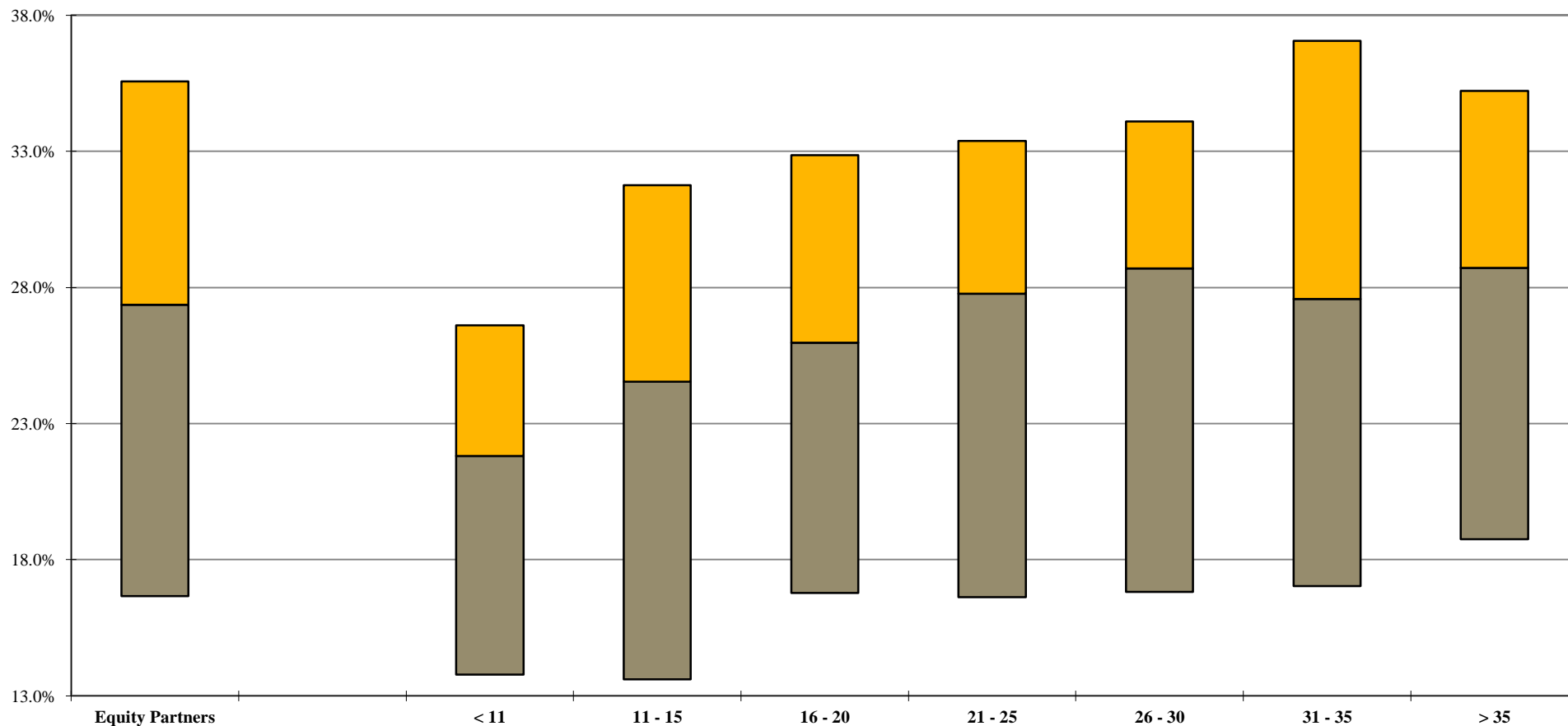
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Percentage of Capital Balance to Compensation - Equity Partners

As of the most recent fiscal year-end



Your Firm		Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	35.6%	26.6%	31.8%	32.9%	33.4%	34.1%	37.1%	35.2%
	Median	27.4%	21.8%	24.5%	26.0%	27.8%	28.7%	27.6%	28.7%
	3rd Qtle	16.7%	13.8%	13.6%	16.8%	16.6%	16.8%	17.0%	18.7%

^ Membership on this page includes only those participants that submitted partner compensation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

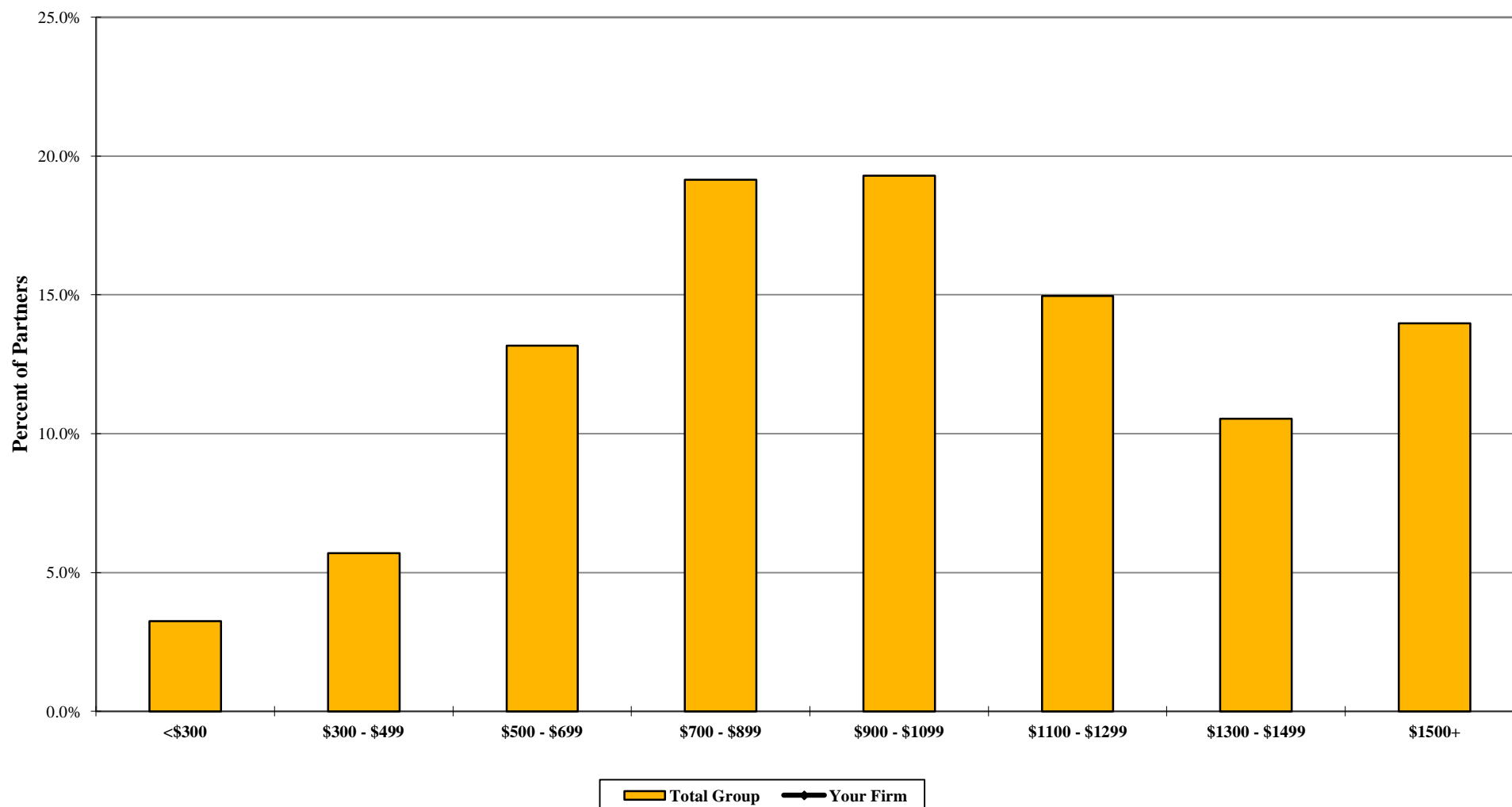
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - All Partners

For the 12-month period ending December 31, 2015; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1099	\$1100 - \$1299	\$1300 - \$1499	\$1500+
3.3%	5.7%	13.2%	19.1%	19.3%	15.0%	10.5%	14.0%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

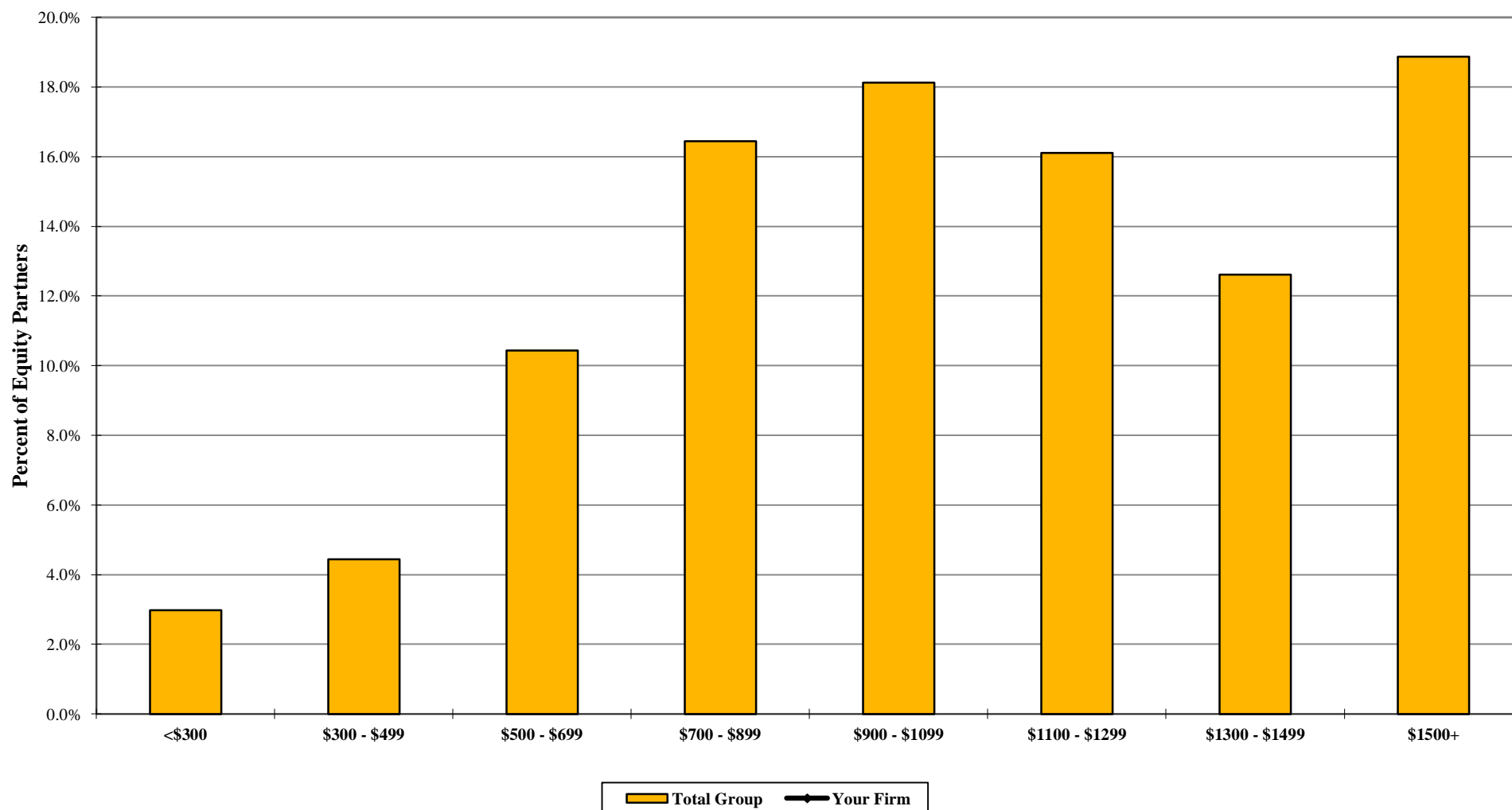
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - Equity Partners

For the 12-month period ending December 31, 2015; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1099	\$1100 - \$1299	\$1300 - \$1499	\$1500+
3.0%	4.4%	10.4%	16.4%	18.1%	16.1%	12.6%	18.9%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

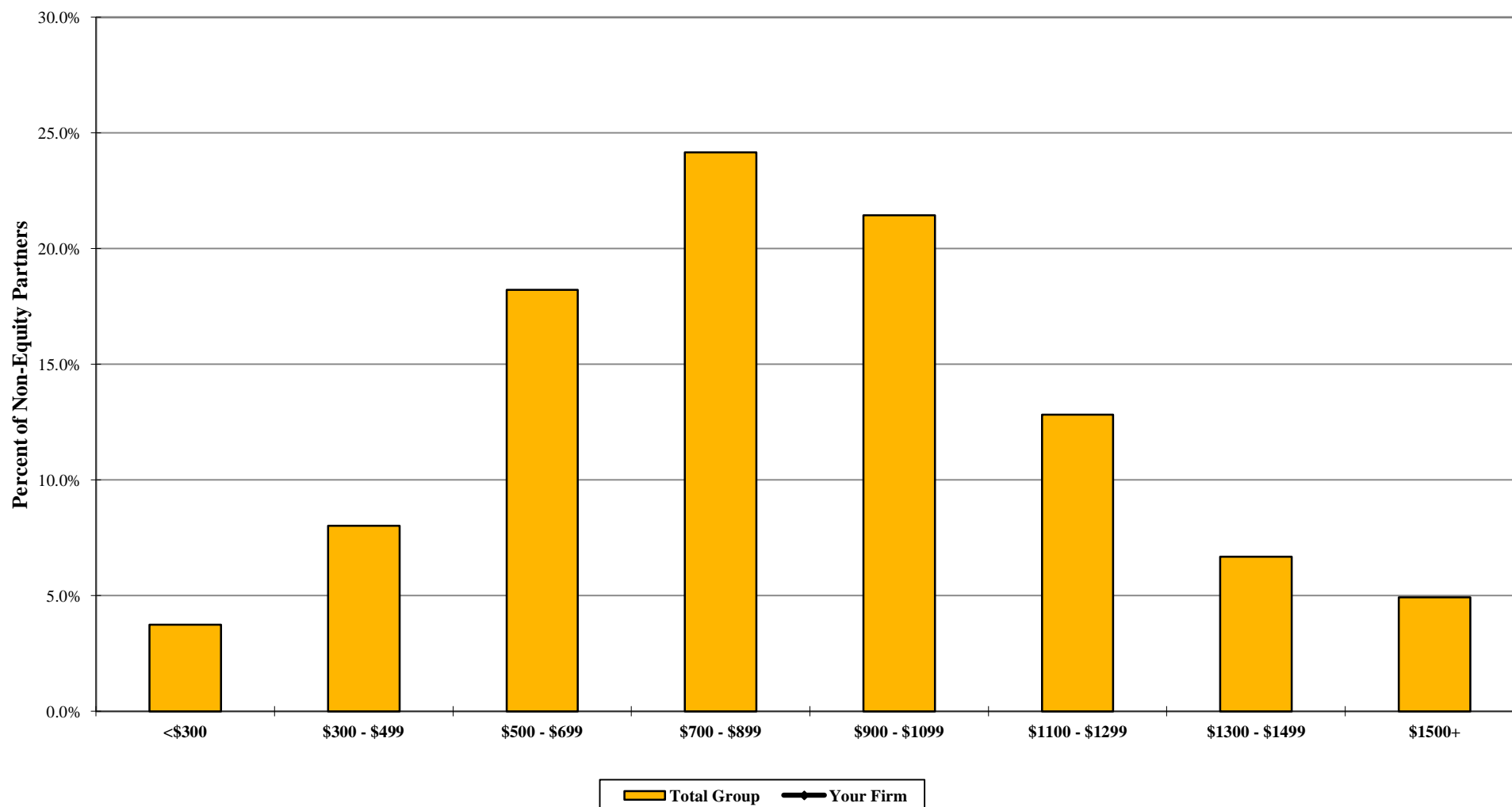
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - Non-Equity Partners

For the 12-month period ending December 31, 2015; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1099	\$1100 - \$1299	\$1300 - \$1499	\$1500+
3.7%	8.0%	18.2%	24.1%	21.4%	12.8%	6.7%	4.9%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

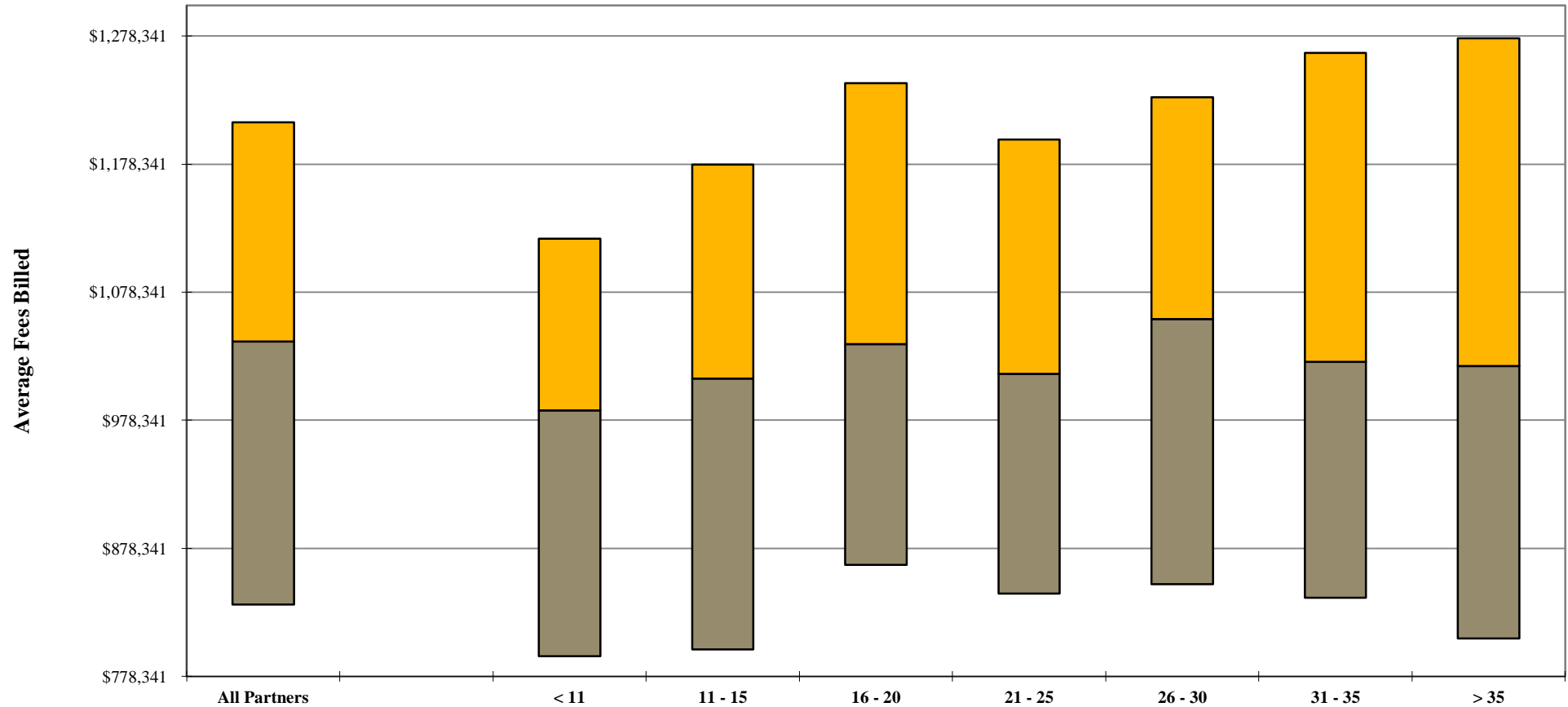
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - All Partners For the 12-month period ending December 31, 2015



Your Firm		Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$1,211,193	\$1,120,169	\$1,178,113	\$1,241,500	\$1,197,688	\$1,230,538	\$1,265,136	\$1,276,854
	Median	1,039,834	986,239	1,010,885	1,037,660	1,014,636	1,057,388	1,024,121	1,020,873
	3rd Qtle	834,264	794,227	799,476	865,312	843,143	850,210	839,637	808,021

Additional detail can be found on Page 46.

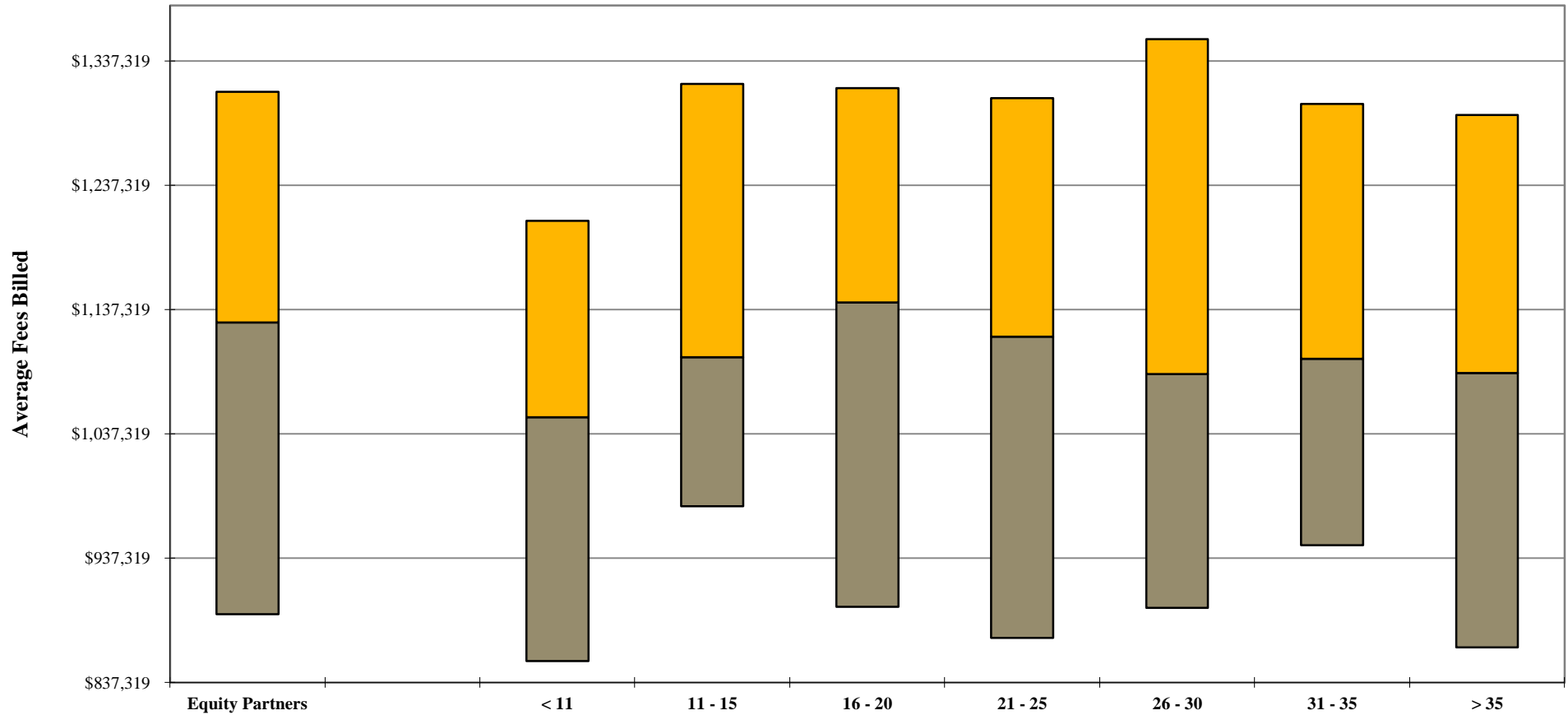
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - Equity Partners
For the 12-month period ending December 31, 2015



		Years of Experience							
Your Firm	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$1,312,406	\$1,208,384	\$1,318,861	\$1,315,349	\$1,307,417	\$1,354,749	\$1,302,594	\$1,293,813
	Median	1,127,042	1,050,647	1,098,868	1,143,056	1,115,222	1,085,238	1,097,795	1,086,305
	3rd Qtle	892,017	854,408	979,153	898,330	873,254	897,358	947,733	865,553

Additional detail can be found on Page 46.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

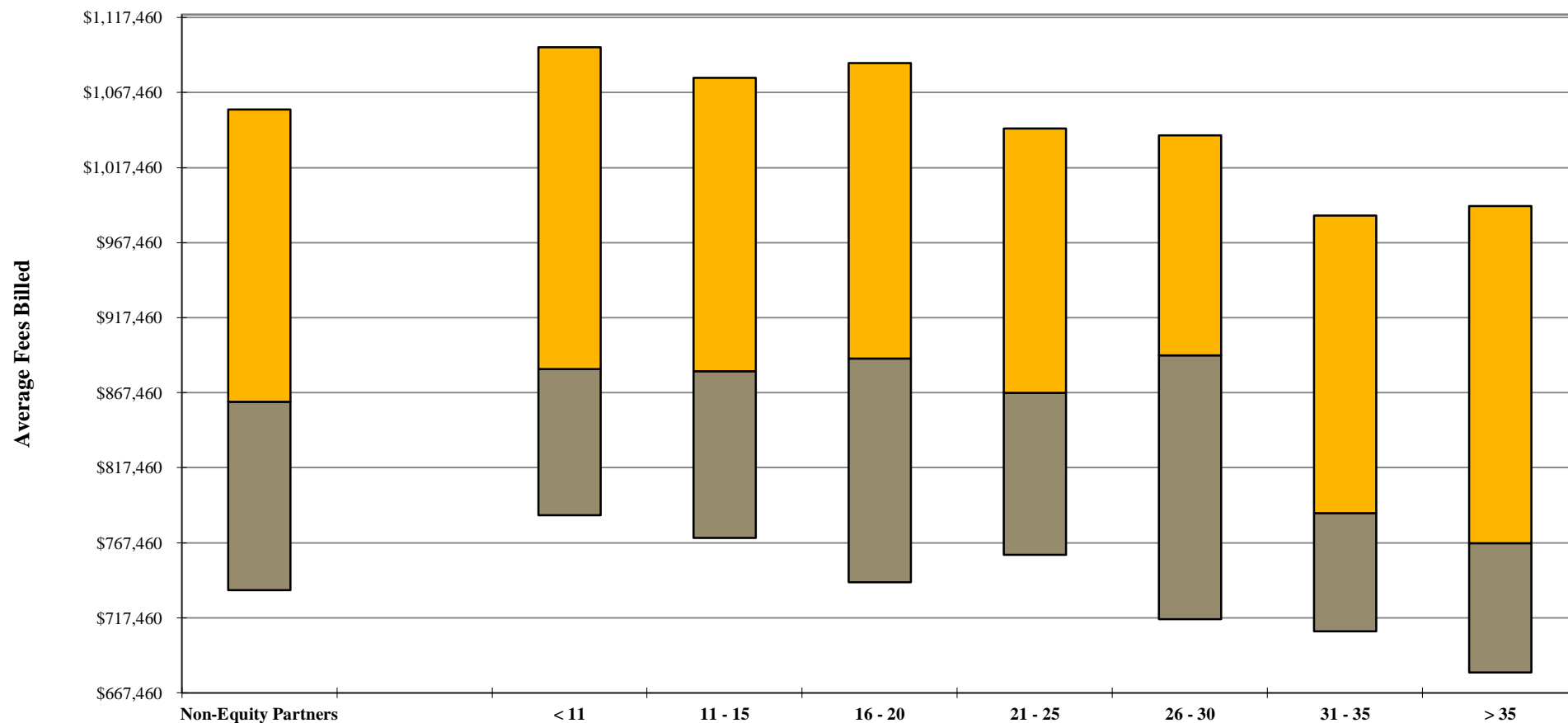
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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - Non-Equity Partners

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience								
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$1,056,023	\$1,097,529	\$1,077,135	\$1,087,017	\$1,043,502	\$1,039,116	\$985,619	\$991,952
	Median	861,525	883,198	881,715	890,278	867,534	892,297	787,311	767,129
	3rd Qtle	735,951	785,692	770,745	741,218	759,481	716,631	708,559	681,083

Additional detail can be found on Page 46.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

DETAILED METRICS

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation

As of the most recent fiscal year-end

Values reported only for full-time partners that were at your firm for the entire one-year period

Your Firm		Group			Your Firm	Group		
Average Rank / Of		1 st Quartile	Median	3 rd Quartile	% Change-1 Yr	% Change - 1 Year		
						1 st Quartile	Median	3 rd Quartile
Equity Partners								
High	/ 20	\$4,817,823	\$3,375,338	\$2,691,887		16.1	8.3	(0.4)
Middle	/ 20	1,122,391	738,444	689,142		13.8	4.8	(1.0)
Low	/ 20	519,512	362,126	248,151		9.6	(1.7)	(18.3)
Average	/ 20	1,290,972	886,539	754,915		9.7	6.4	0.4
By Years of Experience								
< 11 Years	/ 8 ‡	\$674,252	\$516,186	\$318,165		30.3	1.8	(9.5)
11 - 15 Years	/ 19	773,184	634,991	541,282		20.8	11.8	0.7
16 - 20 Years	/ 20	1,101,808	731,979	675,986		11.8	10.0	(0.6)
21 - 25 Years	/ 20	1,173,270	917,377	740,077		10.9	5.6	(2.7)
26 - 30 Years	/ 20	1,467,236	929,599	872,643		17.3	7.9	4.0
31 - 35 Years	/ 20	1,384,194	975,294	814,544		11.2	0.1	(4.5)
> 35 Years	/ 20	1,507,953	1,018,721	878,257		15.2	6.6	2.0
Non-Equity Partners								
High	/ 19	\$1,536,397	\$1,130,483	\$886,507		31.5	1.1	(5.4)
Middle	/ 19	400,856	371,140	348,219		4.3	1.0	(2.1)
Low	/ 19	255,894	201,837	181,599		10.1	3.5	(8.7)
Average	/ 19	463,950	416,360	375,441		4.7	0.9	(2.4)
By Years of Experience								
< 11 Years	/ 15 ‡	\$371,727	\$313,046	\$287,786		2.9	(3.9)	(9.2)
11 - 15 Years	/ 18	445,798	371,309	347,881		10.1	4.0	0.4
16 - 20 Years	/ 18	429,156	399,702	349,890		2.4	(0.5)	(1.7)
21 - 25 Years	/ 19	520,883	437,898	373,440		9.5	3.4	(6.8)
26 - 30 Years	/ 18	496,501	428,930	379,020		10.0	2.3	(9.3)
31 - 35 Years	/ 19	479,420	435,756	385,913		4.4	0.1	(4.9)
> 35 Years	/ 18	664,563	510,272	432,198		13.3	2.3	(11.9)
All Partners								
High	/ 20	\$5,450,656	\$3,598,554	\$2,691,887		15.6	7.4	(0.4)
Middle	/ 20	748,577	634,954	540,199		12.8	4.5	(3.3)
Low	/ 20	252,947	201,250	171,846		10.1	0.0	(8.7)
Average	/ 20	981,153	747,934	633,797		8.7	4.5	(0.7)
By Years of Experience								
< 11 Years	/ 18	\$462,578	\$322,037	\$292,949		7.7	(3.0)	(7.9)
11 - 15 Years	/ 20	568,114	463,192	379,641		14.1	6.6	2.4
16 - 20 Years	/ 20	832,190	644,637	499,326		10.3	3.5	(0.6)
21 - 25 Years	/ 20	986,969	789,239	678,301		10.2	2.6	(5.1)
26 - 30 Years	/ 20	1,167,812	837,619	728,964		16.1	7.0	1.0
31 - 35 Years	/ 20	1,132,032	883,898	760,528		10.2	2.3	(8.2)
> 35 Years	/ 20	1,281,420	928,330	772,219		12.8	3.1	(2.9)

^ Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Compensation**By Years of Experience***As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's*

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	56 ‡		64.3%	17.9%	10.7%	3.6%	1.8%	1.8%
11 - 15 Years								
Your Firm								
Total Group	293		23.9%	39.9%	18.4%	7.5%	3.4%	6.8%
16 - 20 Years								
Your Firm								
Total Group	615	0.2%	7.5%	26.0%	25.9%	12.4%	9.1%	19.0%
21 - 25 Years								
Your Firm								
Total Group	633		4.7%	21.0%	20.4%	17.2%	10.4%	26.2%
26 - 30 Years								
Your Firm								
Total Group	613	0.3%	5.4%	16.8%	19.6%	17.0%	13.1%	27.9%
31 - 35 Years								
Your Firm								
Total Group	541	0.4%	3.1%	15.0%	22.7%	19.4%	11.6%	27.7%
> 35 Years								
Your Firm								
Total Group	629	0.5%	3.3%	14.0%	18.9%	21.0%	12.6%	29.7%
All Equity Partners								
Your Firm								
Total Group	3,380	0.2%	7.5%	20.5%	21.0%	16.3%	10.5%	24.0%
Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+	
< 11 Years								
Your Firm								
Total Group	469 ‡	0.9%	88.1%	9.8%	0.9%	0.2%	0.2%	
11 - 15 Years								
Your Firm								
Total Group	607	1.0%	61.0%	27.5%	8.2%	1.8%	0.5%	
16 - 20 Years								
Your Firm								
Total Group	491	1.2%	54.0%	33.6%	8.6%	2.4%	0.2%	
21 - 25 Years								
Your Firm								
Total Group	281		42.3%	39.1%	12.8%	4.6%	1.1%	
26 - 30 Years								
Your Firm								
Total Group	229	0.9%	38.0%	37.1%	17.0%	5.2%	1.7%	
31 - 35 Years								
Your Firm								
Total Group	163	1.8%	46.6%	35.6%	10.4%	4.3%	1.2%	
> 35 Years								
Your Firm								
Total Group	222	5.4%	35.6%	29.7%	13.1%	8.1%	8.1%	
All Non-Equity Partners								
Your Firm								
Total Group	2,462	1.3%	57.2%	28.3%	8.8%	3.0%	1.3%	

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Compensation

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	525	0.8%	85.5%	10.7%	1.9%	0.6%	0.4%	0.2%
11 - 15 Years								
Your Firm								
Total Group	900	0.7%	48.9%	31.6%	11.6%	3.7%	1.3%	2.3%
16 - 20 Years								
Your Firm								
Total Group	1,106	0.6%	28.1%	29.4%	18.2%	8.0%	5.2%	10.6%
21 - 25 Years								
Your Firm								
Total Group	914		16.3%	26.6%	18.1%	13.3%	7.3%	18.4%
26 - 30 Years								
Your Firm								
Total Group	842	0.5%	14.3%	22.3%	18.9%	13.8%	9.7%	20.5%
31 - 35 Years								
Your Firm								
Total Group	704	0.7%	13.2%	19.7%	19.9%	15.9%	9.1%	21.4%
> 35 Years								
Your Firm								
Total Group	851	1.8%	11.8%	18.1%	17.4%	17.6%	10.2%	23.1%
All Partners								
Your Firm								
Total Group	5,842	0.7%	28.4%	23.8%	15.9%	10.7%	6.4%	14.2%

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation
Ratio of Highest to Lowest Compensation
As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 8 ‡	1.9	1.5	1.0
11 - 15 Years		/ 19	4.1	2.2	1.5
16 - 20 Years		/ 20	5.3	3.6	2.5
21 - 25 Years		/ 20	6.1	5.1	3.7
26 - 30 Years		/ 20	8.3	5.9	4.1
31 - 35 Years		/ 20	6.4	5.5	4.0
> 35 Years		/ 20	9.4	7.7	4.9
<i>All Equity Partners</i>		/ 20	16.1	9.4	6.5
Non-Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 15 ‡	2.4	2.0	1.6
11 - 15 Years		/ 18	2.8	2.3	1.8
16 - 20 Years		/ 18	3.3	2.5	2.0
21 - 25 Years		/ 19	3.0	2.1	1.8
26 - 30 Years		/ 18	3.2	2.1	1.5
31 - 35 Years		/ 19	2.6	2.2	1.4
> 35 Years		/ 18	3.6	3.0	2.1
<i>All Non-Equity Partners</i>		/ 19	6.9	5.2	4.1
All Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 18	2.6	1.9	1.6
11 - 15 Years		/ 20	5.2	3.5	3.0
16 - 20 Years		/ 20	9.1	5.6	4.2
21 - 25 Years		/ 20	9.1	7.0	5.4
26 - 30 Years		/ 20	13.1	8.4	6.3
31 - 35 Years		/ 20	12.1	7.5	5.9
> 35 Years		/ 20	16.6	10.6	7.4
<i>All Partner Composite</i>		/ 20	27.3	15.9	10.8

^ Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Partner Average Billable Hours

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			
	Average		1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median
	Hours	Rank / Of						Quartile	Median	Quartile	Quartile
Equity Partners											
Avg. by Years of Experience											
< 11 Years		/ 22 ‡	1,949	1,761	1,648	‡	‡	4.4	(3.7)	(12.3)	0.9
11 - 15 Years		/ 50	1,948	1,837	1,672			5.8	1.2	(1.7)	4.7
16 - 20 Years		/ 50	1,784	1,716	1,609			2.3	(0.8)	(4.9)	0.9
21 - 25 Years		/ 50	1,761	1,632	1,544			3.8	(0.2)	(2.5)	(0.2)
26 - 30 Years		/ 50	1,681	1,583	1,482			0.8	(0.9)	(2.9)	(0.6)
31 - 35 Years		/ 50	1,649	1,542	1,442			3.2	(2.3)	(4.3)	(1.0)
> 35 Years		/ 50	1,537	1,419	1,332			5.4	1.5	(2.6)	1.8
All Equity Partners		/ 52	1,690	1,610	1,488			1.7	0.0	(2.7)	1.2
Non-Equity Partners											
Avg. by Years of Experience											
< 11 Years		/ 32 ‡	1,943	1,807	1,703	‡	‡	4.7	1.4	(4.0)	2.5
11 - 15 Years		/ 40 ‡	1,785	1,719	1,576	‡	‡	4.4	2.2	(3.5)	3.5
16 - 20 Years		/ 40 ‡	1,657	1,536	1,421	‡	‡	2.2	(2.5)	(5.6)	(0.2)
21 - 25 Years		/ 40 ‡	1,610	1,537	1,414	‡	‡	4.8	0.4	(6.6)	3.9
26 - 30 Years		/ 37 ‡	1,532	1,431	1,326	‡	‡	3.8	(4.1)	(7.3)	3.0
31 - 35 Years		/ 39 ‡	1,439	1,342	1,178	‡	‡	6.0	(1.2)	(13.5)	1.3
> 35 Years		/ 41 ‡	1,328	1,190	1,045	‡	‡	6.1	0.5	(4.8)	1.1
All Non-Equity Partners		/ 42 ‡	1,619	1,549	1,410	‡	‡	1.1	(0.9)	(3.6)	0.6
All Partner Composite											
Avg. by Years of Experience											
< 11 Years		/ 45	1,929	1,796	1,696	‡	‡	4.7	0.5	(5.1)	0.8
11 - 15 Years		/ 50	1,842	1,749	1,640			3.8	0.7	(1.2)	3.6
16 - 20 Years		/ 50	1,743	1,659	1,554			0.4	(2.1)	(4.5)	0.1
21 - 25 Years		/ 50	1,699	1,613	1,520			3.3	0.5	(2.3)	1.0
26 - 30 Years		/ 50	1,632	1,554	1,461			1.7	(1.5)	(3.4)	0.0
31 - 35 Years		/ 50	1,589	1,492	1,372			2.6	(1.8)	(4.8)	(0.1)
> 35 Years		/ 50	1,473	1,359	1,292			5.5	0.2	(3.9)	0.8
All Partner Composite		/ 52	1,658	1,587	1,473			1.2	(0.3)	(2.8)	0.5

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm							
Total Group	132 ‡	12.9%	7.6%	11.4%	18.2%	22.0%	28.0%
11 - 15 Years Your Firm							
Total Group	825	11.4%	10.8%	16.4%	18.7%	19.6%	23.2%
16 - 20 Years Your Firm							
Total Group	1,791	14.9%	11.1%	17.4%	20.7%	17.9%	18.0%
21 - 25 Years Your Firm							
Total Group	1,779	20.3%	12.6%	17.8%	20.0%	13.7%	15.5%
26 - 30 Years Your Firm							
Total Group	1,771	23.0%	14.9%	17.6%	18.4%	13.3%	12.8%
31 - 35 Years Your Firm							
Total Group	1,590	29.2%	13.1%	19.4%	15.7%	11.3%	11.2%
> 35 Years Your Firm							
Total Group	1,742	39.5%	13.9%	15.5%	13.4%	8.3%	9.4%
All Equity Partners Your Firm							
Total Group	9,896	23.9%	12.8%	17.3%	17.7%	13.7%	14.6%
Non-Equity Ptrs	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm							
Total Group	486 ‡	9.3%	8.0%	11.9%	27.0%	22.2%	21.6%
11 - 15 Years Your Firm							
Total Group	1,323 ‡	14.6%	9.8%	16.9%	23.4%	18.8%	16.5%
16 - 20 Years Your Firm							
Total Group	1,153 ‡	25.6%	13.3%	19.3%	20.2%	12.5%	9.1%
21 - 25 Years Your Firm							
Total Group	669 ‡	24.7%	13.8%	20.0%	20.8%	14.3%	6.4%
26 - 30 Years Your Firm							
Total Group	573 ‡	30.0%	15.4%	20.6%	17.5%	10.8%	5.8%
31 - 35 Years Your Firm							
Total Group	442 ‡	41.9%	18.8%	16.5%	12.4%	6.6%	3.8%
> 35 Years Your Firm							
Total Group	581 ‡	54.9%	16.5%	13.1%	7.9%	5.5%	2.1%
All Non-Equity Partners Your Firm							
Total Group	5,242 ‡	26.4%	13.0%	17.3%	19.3%	13.7%	10.2%

* Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	618	10.0%	7.9%	11.8%	25.1%	22.2%	23.0%
11 - 15 Years							
Your Firm							
Total Group	2,148	13.4%	10.2%	16.7%	21.6%	19.1%	19.0%
16 - 20 Years							
Your Firm							
Total Group	2,944	19.1%	12.0%	18.2%	20.5%	15.8%	14.5%
21 - 25 Years							
Your Firm							
Total Group	2,448	21.5%	12.9%	18.4%	20.2%	13.9%	13.0%
26 - 30 Years							
Your Firm							
Total Group	2,344	24.7%	15.0%	18.3%	18.2%	12.7%	11.1%
31 - 35 Years							
Your Firm							
Total Group	2,032	32.0%	14.4%	18.8%	15.0%	10.3%	9.6%
> 35 Years							
Your Firm							
Total Group	2,323	43.3%	14.6%	14.9%	12.0%	7.6%	7.6%
All Partners							
Your Firm							
Total Group	15,138	24.8%	12.8%	17.3%	18.3%	13.7%	13.1%

* Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm							
Total Group	\$521,085 ‡	\$349,907	\$349,880	\$570,914	\$511,802	\$419,753	\$584,911
11 - 15 Years Your Firm							
Total Group	\$711,810	\$497,458	\$513,989	\$666,913	\$675,973	\$772,037	\$697,649
16 - 20 Years Your Firm							
Total Group	\$907,632	\$773,425	\$800,049	\$885,315	\$815,274	\$1,006,007	\$1,061,327
21 - 25 Years Your Firm							
Total Group	\$1,099,453	\$971,097	\$1,000,120	\$1,103,275	\$1,143,105	\$1,249,031	\$1,332,174
26 - 30 Years Your Firm							
Total Group	\$1,189,151	\$1,114,065	\$998,876	\$1,089,715	\$1,151,381	\$1,191,896	\$1,639,612
31 - 35 Years Your Firm							
Total Group	\$1,192,109	\$1,057,638	\$1,041,860	\$1,065,811	\$1,165,481	\$1,456,954	\$1,772,310
> 35 Years Your Firm							
Total Group	\$1,308,628	\$1,214,962	\$1,001,356	\$1,246,497	\$1,239,077	\$1,694,991	\$1,755,463
All Equity Partners Your Firm							
Total Group	\$1,091,448	\$1,051,495	\$958,127	\$1,035,361	\$1,021,518	\$1,147,620	\$1,305,372
Non-Equity Ptrs	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years Your Firm							
Total Group	\$350,097 ‡	\$289,020	\$355,075	\$355,081	\$334,239	\$348,623	\$395,572
11 - 15 Years Your Firm							
Total Group	\$432,292 ‡	\$402,406	\$367,404	\$382,690	\$391,022	\$462,053	\$468,570
16 - 20 Years Your Firm							
Total Group	\$413,298 ‡	\$384,199	\$387,961	\$391,228	\$444,454	\$439,134	\$521,473
21 - 25 Years Your Firm							
Total Group	\$440,919	\$446,290	\$415,792	\$462,631	\$450,238	\$474,255	\$466,569
26 - 30 Years Your Firm							
Total Group	\$436,052 ‡	\$409,495	\$459,114	\$448,444	\$461,507	\$510,205	\$637,777
31 - 35 Years Your Firm							
Total Group	\$446,273	\$448,811	\$459,248	\$472,070	\$444,930	\$497,706	\$537,195
> 35 Years Your Firm							
Total Group	\$598,631 ‡	\$577,363	\$473,888	\$581,294	\$468,286	\$1,027,283	\$836,380
All Non-Equity Partners Your Firm							
Total Group	\$446,003	\$454,451	\$401,823	\$416,819	\$414,323	\$490,965	\$471,532

^ Membership on this page includes only those participants that submitted partner compensation

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$385,242	\$297,777	\$353,476	\$411,816	\$369,979	\$367,591	\$422,407
11 - 15 Years							
Your Firm							
Total Group	\$496,218	\$427,347	\$423,471	\$478,910	\$452,867	\$535,214	\$582,378
16 - 20 Years							
Your Firm							
Total Group	\$701,766	\$557,960	\$609,025	\$689,852	\$668,306	\$838,789	\$878,205
21 - 25 Years							
Your Firm							
Total Group	\$885,021	\$778,692	\$766,165	\$848,945	\$891,569	\$972,155	\$1,179,397
26 - 30 Years							
Your Firm							
Total Group	\$939,390	\$836,296	\$834,575	\$860,346	\$885,736	\$1,020,429	\$1,517,777
31 - 35 Years							
Your Firm							
Total Group	\$989,334	\$831,477	\$858,798	\$944,493	\$1,000,839	\$1,226,627	\$1,691,795
> 35 Years							
Your Firm							
Total Group	\$1,068,157	\$949,757	\$828,368	\$1,072,438	\$1,108,858	\$1,585,809	\$1,592,354
All Partners							
Your Firm							
Total Group	\$818,626	\$761,576	\$736,267	\$787,990	\$770,786	\$879,558	\$1,013,373

^ Membership on this page includes only those participants that submitted partner compensation

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Partner Permanent Capital Balance

As of the most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 16 ‡	\$1,351,772	\$853,096	\$650,565
Middle		/ 16 ‡	308,493	238,568	166,500
Low		/ 16 ‡	104,625	63,402	19,503
Average		/ 16 ‡	368,952	257,079	182,951
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 7 ‡	\$135,724	\$121,457	\$68,471
11 - 15 Years		/ 15 ‡	200,610	153,837	94,100
16 - 20 Years		/ 16 ‡	270,317	217,250	136,248
21 - 25 Years		/ 16 ‡	369,715	259,757	180,338
26 - 30 Years		/ 16 ‡	408,403	287,969	184,530
31 - 35 Years		/ 16 ‡	420,449	293,758	184,953
> 35 Years		/ 16 ‡	432,976	335,324	225,719
Non-Equity Partners					
High		/ 6 ‡	\$366,693	\$318,750	\$247,625
Middle		/ 6 ‡	116,233	72,000	48,344
Low		/ 6 ‡	57,500	39,375	15,438
Average		/ 6 ‡	118,710	82,739	54,761
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 5 ‡	\$74,656	\$67,727	\$32,891
11 - 15 Years		/ 6 ‡	112,122	67,195	44,597
16 - 20 Years		/ 6 ‡	120,942	72,767	59,729
21 - 25 Years		/ 6 ‡	116,064	92,028	61,426
26 - 30 Years		/ 6 ‡	119,164	89,954	62,829
31 - 35 Years		/ 6 ‡	122,760	100,544	63,579
> 35 Years		/ 6 ‡	131,672	106,369	65,022
All Partners					
High		/ 16 ‡	\$1,351,772	\$853,096	\$650,565
Middle		/ 16 ‡	308,493	218,923	148,983
Low		/ 16 ‡	63,041	26,131	10,750
Average		/ 16 ‡	368,952	230,960	152,372
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 12 ‡	\$134,032	\$95,922	\$29,607
11 - 15 Years		/ 16 ‡	197,416	114,827	66,158
16 - 20 Years		/ 16 ‡	270,317	182,705	120,809
21 - 25 Years		/ 16 ‡	369,715	243,306	166,052
26 - 30 Years		/ 16 ‡	408,403	256,277	170,972
31 - 35 Years		/ 16 ‡	420,449	285,972	175,443
> 35 Years		/ 16 ‡	432,976	335,324	210,419

^ Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Permanent Capital Balance*By Years of Experience**As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's*

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	58 ‡	48.3%	17.2%	31.0%	1.7%	1.7%		
11 - 15 Years								
Your Firm								
Total Group	283 ‡	10.2%	30.0%	41.3%	12.7%	3.5%	2.1%	
16 - 20 Years								
Your Firm								
Total Group	570 ‡	3.3%	17.4%	36.0%	23.3%	9.3%	6.7%	4.0%
21 - 25 Years								
Your Firm								
Total Group	569 ‡	2.1%	12.3%	30.9%	23.7%	10.9%	9.7%	10.4%
26 - 30 Years								
Your Firm								
Total Group	553 ‡	2.9%	9.2%	32.7%	20.3%	13.4%	10.5%	11.0%
31 - 35 Years								
Your Firm								
Total Group	475 ‡	1.1%	7.4%	29.5%	20.4%	18.5%	10.1%	13.1%
> 35 Years								
Your Firm								
Total Group	577 ‡	2.4%	7.6%	25.1%	22.2%	12.8%	12.5%	17.3%
All Equity Partners								
Your Firm								
Total Group	3,085 ‡	4.0%	12.8%	31.8%	20.8%	11.7%	9.0%	9.9%
Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+	
< 11 Years								
Your Firm								
Total Group	60 ‡	8.3%	70.0%		21.7%			
11 - 15 Years								
Your Firm								
Total Group	163 ‡	10.4%	63.2%	6.1%	14.7%	3.7%	1.8%	
16 - 20 Years								
Your Firm								
Total Group	156 ‡	8.3%	57.7%	17.3%	7.7%	3.2%	5.8%	
21 - 25 Years								
Your Firm								
Total Group	101 ‡	5.9%	48.5%	13.9%	5.9%	13.9%	11.9%	
26 - 30 Years								
Your Firm								
Total Group	89 ‡	4.5%	46.1%	23.6%	3.4%	11.2%	11.2%	
31 - 35 Years								
Your Firm								
Total Group	59 ‡	6.8%	47.5%	20.3%	8.5%	3.4%	13.6%	
> 35 Years								
Your Firm								
Total Group	85 ‡	7.1%	44.7%	23.5%	4.7%	2.4%	17.6%	
All Non-Equity Partners								
Your Firm								
Total Group	713 ‡	7.7%	54.8%	14.6%	9.4%	5.5%	8.0%	

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	118 ‡	28.0%	44.1%	15.3%	11.9%	0.8%		
11 - 15 Years								
Your Firm								
Total Group	446 ‡	10.3%	42.2%	28.5%	13.5%	3.6%	2.0%	
16 - 20 Years								
Your Firm								
Total Group	726 ‡	4.4%	26.0%	32.0%	20.0%	8.0%	6.5%	3.2%
21 - 25 Years								
Your Firm								
Total Group	670 ‡	2.7%	17.8%	28.4%	21.0%	11.3%	9.6%	9.3%
26 - 30 Years								
Your Firm								
Total Group	642 ‡	3.1%	14.3%	31.5%	17.9%	13.1%	10.6%	9.5%
31 - 35 Years								
Your Firm								
Total Group	534 ‡	1.7%	11.8%	28.5%	19.1%	16.9%	9.9%	12.2%
> 35 Years								
Your Firm								
Total Group	662 ‡	3.0%	12.4%	24.9%	19.9%	11.5%	12.5%	15.7%
All Partners								
Your Firm								
Total Group	3,798 ‡	4.7%	20.7%	28.6%	18.7%	10.6%	8.5%	8.3%

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			
	Average		1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median
	Fees	Rank / Of						1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners											
Avg. by Years of Experience											
< 11 Years		/ 21 ‡	\$1,208,384	\$1,050,647	\$854,408	‡	‡	13.7	(1.7)	(15.4)	18.2
11 - 15 Years		/ 49	1,318,861	1,098,868	979,153			12.8	5.1	(2.2)	8.8
16 - 20 Years		/ 49	1,315,349	1,143,056	898,330			6.6	3.4	(1.8)	5.6
21 - 25 Years		/ 49	1,307,417	1,115,222	873,254			6.2	3.0	(1.7)	4.0
26 - 30 Years		/ 49	1,354,749	1,085,238	897,358			5.6	1.5	(2.1)	4.5
31 - 35 Years		/ 49	1,302,594	1,097,795	947,733			8.1	0.5	(3.9)	3.7
> 35 Years		/ 49	1,293,813	1,086,305	865,553			11.4	5.2	0.8	4.4
All Equity Partners		/ 51	1,312,406	1,127,042	892,017			6.1	3.4	0.0	7.2
Non-Equity Partners											
Avg. by Years of Experience											
< 11 Years		/ 31 ‡	\$1,097,529	\$883,198	\$785,692	‡	‡	10.0	5.3	(0.2)	6.4
11 - 15 Years		/ 39 ‡	1,077,135	881,715	770,745	‡	‡	6.6	2.5	(0.2)	7.9
16 - 20 Years		/ 39 ‡	1,087,017	890,278	741,218	‡	‡	8.7	2.0	(2.8)	4.6
21 - 25 Years		/ 39 ‡	1,043,502	867,534	759,481	‡	‡	9.6	0.7	(5.2)	6.2
26 - 30 Years		/ 37 ‡	1,039,116	892,297	716,631	‡	‡	4.8	0.3	(5.1)	8.0
31 - 35 Years		/ 39 ‡	985,619	787,311	708,559	‡	‡	10.3	(0.6)	(11.4)	0.8
> 35 Years		/ 40 ‡	991,952	767,129	681,083	‡	‡	6.1	(0.6)	(6.4)	(0.4)
All Non-Equity Partners		/ 41 ‡	1,056,023	861,525	735,951	‡	‡	5.5	1.0	(1.3)	7.4
All Partner Composite											
Avg. by Years of Experience											
< 11 Years		/ 44	\$1,120,169	\$986,239	\$794,227	‡	‡	10.4	4.5	(1.5)	9.8
11 - 15 Years		/ 49	1,178,113	1,010,885	799,476			6.8	4.6	(0.6)	8.7
16 - 20 Years		/ 49	1,241,500	1,037,660	865,312			5.6	1.7	(2.3)	5.6
21 - 25 Years		/ 49	1,197,688	1,014,636	843,143			6.3	1.9	(1.3)	4.1
26 - 30 Years		/ 49	1,230,538	1,057,388	850,210			4.2	0.8	(2.0)	4.8
31 - 35 Years		/ 49	1,265,136	1,024,121	839,637			5.4	0.7	(4.1)	5.4
> 35 Years		/ 49	1,276,854	1,020,873	808,021			7.6	2.6	(0.5)	4.6
All Partner Composite		/ 51	1,211,193	1,039,834	834,264			4.9	2.5	(0.1)	6.8

** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (29 members[^])

Partner Turnover¹

		2015	
		Your Firm	Group Median
		%	%
Equity Partners			
Additions			
Not formerly with the Firm			2.2
Non-Equity Ptrs from Your Firm			2.2
Reductions			
Retirements			0.6
Terminations or Withdrawals			2.3
Non-Equity Partners			
Additions			
Not formerly with the Firm			3.8
Equity Ptrs from Your Firm			1.4
Reductions			
Retirements		‡	0.4
Terminations or Withdrawals			3.2
All Partners			
Additions			
Not formerly with the Firm			5.6
Partner Reductions			
Retirements			1.2
Terminations or Withdrawals			5.0

¹ Stated as a percentage of average number of Partners.

[^] Membership on this page includes only those participants that submitted partner turnover data.

** omitted due to insufficient data; ‡ less than 75% population response

Partner Admission Policies

PricewaterhouseCoopers LLP

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (42 members^)

Equity Partner Compensation Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The type of Compensation System at the firm:		26	
a. Pure lockstep (combination formula)	‡		0.0
b. Partial lockstep (subjective)			11.5
c. Non-lockstep			84.6
2. The Compensation System transparency type:		26	
a. Open system	‡		50.0
b. Closed system			23.1
c. Partially open system			26.9
3. The three most significant factors impacting Equity Partner Compensation:		20	
a. Originations	‡	15	75.0
b. Realization		4	20.0
c. Revenue		15	75.0
d. Billable hours		13	65.0
e. Non-billable hours			
f. Business development		5	25.0
g. Good citizenship			
h. Management responsibility		3	15.0
i. Seniority			
j. Profit margin			
k. Quality of lawyering		1	5.0

Treatment of Non-Equity Partners

	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status	‡	100.0%	100.0%	56.3%
2. Percentage of Non-Equity Partners who contribute capital	‡	100.0%	0.0%	0.0%
3. Percentage of Non-Equity Partners who have voting privileges	‡	100.0%	25.0%	0.0%

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** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

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Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The firm has a mandatory retirement policy:	‡	28	
a. Yes, and there are no exceptions			0.0
b. Yes, but there are allowable exceptions			25.0
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			17.9
d. No, we removed or abandoned the mandatory policy			32.1
e. No, we never had a mandatory retirement policy			25.0
2. The age your firm requires partners to leave the firm is:	‡	11	
(Firms responding to 1a and 1b)			
a. < 60			
b. 60 - 63			
c. 64 - 67			63.6
d. 68 - 71			36.4
e. 72 - 75			
f. > 75			
3. The firm has a transition phase prior to retiring from the firm:		25	52.0
4. The age your firm typically begins the transition phase:	‡	10	
(Firms responding 'Yes' to 3)			
a. < 55			
b. 55 - 60			
c. 61 - 65			60.0
d. 66 - 70			40.0
e. > 70			
5. The firm provides the following type of support for partners who retire:	‡	26	
a. Qualified defined benefit plan (including cash balance plans)		17	65.4
b. Non-qualified or unfunded retirement plan		11	42.3
c. Qualified defined contribution plan (401k)		13	50.0
d. Post-retirement healthcare benefits		12	46.2
e. Payments for performing client services after retirement		11	42.3
f. Office space		15	57.7
g. Secretary or administrative staff services		14	53.8
h. Bar dues		5	19.2
i. None			

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Equity Partner Retirement Information (continued)

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
6. Provide benefits through a qualified defined benefit plan: (Firms responding 'Yes' to 5a)		16		
a. A new plan with no previous qualified defined benefit plans			43.8	
b. A replacement plan to a previously terminated qualified defined benefit plan			43.8	
c. A conversion of a previous qualified defined benefit plan			0.0	
7. Different types of qualified defined benefit plan offered: (Firms responding 'Yes' to 5a)		17		
a. Cash Balance Plan			94.1	
b. Final Average or Career Average Pay Plan			5.9	
c. Pension Equity Plan			0.0	
d. Variable Annuity Plan			0.0	
8. Interest credit basis used on Cash Balance Plan: (Firms responding to 7a)		15		
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			26.7	
b. Equity Based (e.g., S&P 500 index)			0.0	
c. Return on actual plan assets			73.3	
9. Any adjustments or other limitations imposed on the interest credit basis: (Firms responding to 7a)		15	46.7	
10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
a. Minimum amount		\$18,050	\$4,750	\$1,438
b. Average amount (for all partners who contribute)		85,406	76,450	35,914
c. Maximum amount		270,225	182,500	105,500
11. Partners have a desire to make larger deferrals:	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
		14	64.3	
12. Plan permit in-service distributions after attaining the plan's normal retirement age:		16	93.8	

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2016 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

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New Partner Capital Buy-In

1. Initial Buy-In is:

- a. A one-time contribution based on a fixed amount
- b. A one-time contribution based on points
- c. Over a defined time period and is based on a fixed amount
- d. Over an undefined time period and is based on a fixed amount
- e. Over a defined time period and is based on partner tenure or points
- f. No contribution is required
- g. Other

2. Funding of Initial Buy-in:

- a. The firm has a bank arrangement to finance at favorable rates
- b. Partners expected to raise the funds independently
- c. The firm has an established deferred payment program
- d. The firm has a deferred forgiveness program

3. Amount of Initial Capital Contribution is:

- a. Formula based on the modified-cash basis value of the firm
- b. Formula based on the accrual basis value of the firm
(e.g., including WIP and A/R)
- c. Formula based on first-year earnings
- d. Formula based on current and/or anticipated earnings
- e. Formula based on fixed point value (may include other factors,
e.g., partner tenure)
- f. Fixed dollar amount
- g. No contribution is required
- h. Other

4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?

Lateral Partners

Your Firm	# of Resp.	% of Group Resp.
‡	22	
	7	31.8
	9	40.9
	2	9.1
	2	9.1
	2	9.1
	4	18.2
‡	20	
	17	85.0
	7	35.0
	3	15.0
‡	21	
	1	4.8
	6	28.6
	6	28.6
	5	23.8
	2	9.5
	5	23.8
Your Firm	# of Resp.	Median
	**	**

Organic Partners

Your Firm	# of Resp.	% of Group Resp.
‡	22	
	5	22.7
	8	36.4
	4	18.2
	3	13.6
	2	9.1
	4	18.2
‡	20	
	16	80.0
	7	35.0
	4	20.0
‡	21	
	1	4.8
	6	28.6
	6	28.6
	5	23.8
	2	9.5
	1	4.8
	4	19.0
Your Firm	# of Resp.	Median
	**	**

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